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Administrative and budgetary aspects of the financing of the United Nations peacekeeping operations

Performance report on the budget of the support account for peacekeeping operations for the period from 1 July 2009 to 30 June 2010

Report of the Secretary-General

Addendum

The present addendum contains information on planned and actual outputs relating to section II of document A/65/610.

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* For planned and actual indicators of achievement, see A/65/610.

Abbreviations

AMISOM	African Union Mission in Somalia
BINUB	United Nations Integrated Office in Burundi
ICAO	International Civil Aviation Organization
IMIS	Integrated Management Information System
INTERPOL	International Criminal Police Organization
IPSAS	International Public Sector Accounting Standards
MINURCAT	United Nations Mission in the Central African Republic and Chad
MINURSO	United Nations Mission for the Referendum in Western Sahara
MINUSTAH	United Nations Stabilization Mission in Haiti
MONUC	United Nations Organization Mission in the Democratic Republic of the Congo
NATO	North Atlantic Treaty Organization
OHCHR	Office of the United Nations High Commissioner for Human Rights
ONUB	United Nations Operation in Burundi
SMART	Senior Mission Administration and Resource Training Programme
UNAMID	African Union-United Nations Hybrid Operation in Darfur
UNDOF	United Nations Disengagement Observer Force
UNDP	United Nations Development Programme
UNFICYP	United Nations Peacekeeping Force in Cyprus
UNHCR	Office of the United Nations High Commissioner for Refugees
UNICEF	United Nations Children's Fund
UNIFIL	United Nations Interim Force in Lebanon
UNIOSIL	United Nations Integrated Office in Sierra Leone
UNIPSIL	United Nations Integrated Peacebuilding Office in Sierra Leone
UNLB	United Nations Logistics Base at Brindisi, Italy
UNMEE	United Nations Mission in Ethiopia and Eritrea
UNMIK	United Nations Interim Administration Mission in Kosovo
UNMIL	United Nations Mission in Liberia
UNMIS	United Nations Mission in the Sudan
UNMIT	United Nations Integrated Mission in Timor-Leste
UNOCI	United Nations Operation in Côte d'Ivoire
UNOMIG	United Nations Observer Mission in Georgia
UNOPS	United Nations Office for Project Services
UNSOA	United Nations Support Office for the African Union Mission in Somalia

II. Resource performance*

A. Department of Peacekeeping Operations

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Front Office of the Under-Secretary-General		
Report of the Secretary-General to the Special Committee on Peacekeeping Operations, substantive Secretariat support to the Special Committee and the Fourth Committee of the General Assembly, and briefings in response to all requests by the Special Committee and the Fourth Committee	Yes	A report of the Secretary-General to the Special Committee on Peacekeeping Operations (A/64/573) was issued on 22 December 2009 and was accompanied by a detailed matrix (A/64/573/Add.1) outlining action taken to implement the recommendations set out in the 2009 report of the Special Committee and its Working Group (A/63/19) Secretariat support provided included: substantive advice to the Bureau of the Special Committee; summaries of the annual general debate of the Fourth Committee on peacekeeping; procedural and substantive assistance to the Chair of the Special Committee during more than 80 informal Committee briefings given by the Department of Peacekeeping Operations and the Department of Field Support during the 2009/10 period
45 briefings to the Security Council, the General Assembly and legislative bodies on developments in peacekeeping missions and on cross-cutting strategic, policy and structural issues related to peacekeeping	45	Briefings and reports to the Security Council, the General Assembly and legislative bodies (including the Special Committee on Peacekeeping Operations and the Advisory Committee on Administrative and Budgetary Questions)
260 meetings with briefings to Member States, regional organizations and groups of friends/contact groups on all aspects of peacekeeping	278	Briefings provided to Member States, regional organizations and groups of friends/contact groups, on all aspects of peacekeeping

* For planned and actual indicators of achievement, see A/65/610.

12 visits to key troop- and police-contributing countries and other Member States to develop strategic partnerships and build common approaches to support United Nations peacekeeping	19	Visits made to key troop- and police-contributing countries to develop strategic partnerships. Increased output was due to operational requirements, including with respect to the crisis in Haiti; discussions with host Governments about the configuration of future peacekeeping presences; and discussions on the New Horizon agenda
Public Affairs Unit		
Outreach activities targeting key policymakers, academics, military, civil society and non-governmental organizations	160	Outreach activities/public briefings targeting policymakers, experts, academics, military personnel, civil society and non-governmental organizations
Multimedia exhibition of peacekeeping operations at United Nations information centres in 3 major troop-contributing countries	No	A multimedia exhibit on peacekeeping operations was presented in China during the Shanghai World Expo 2010. Lower output was due to the shift in resources in response to the crisis in Haiti following the earthquake in January 2010, and the related need to respond to increased press requests and prioritized media relations. A multimedia exhibit with the theme "Haiti standing" was launched at Headquarters for the International Day of United Nations Peacekeepers in May 2010. In addition, a multimedia archive was developed on the earthquake in Haiti, capturing the events that occurred at the time of the earthquake and in the months that followed. The archive, which is accessible to the public, includes approximately 700 photos, 500 videos and more than 150 transcripts
2 documentaries on peacekeeping, including briefings to film-makers and logistical arrangements for travel to field missions	3	Documentary projects: (a) in collaboration with the Department of Public Information and peacekeeping missions, the Culture Project's short film *The War against War*, on United Nations peacekeeping; (b) a television programme produced by Defence TV of the South African Department of Defence. on the involvement of South Africa in United Nations peacekeeping in Africa; (c) the FireAnts Productions web/television documentary series *We are going to the World Cup*, showcasing how peacekeepers use sports to engage with local communities. Increased output was due to the demand for coverage of peacekeeping stories and the prioritization given to media relations
Opinion editorials and letters to the editor in response to key articles on mission-critical issues	No	Opinion editorials were not prepared during the reporting period, owing to the need to respond to the increased number of press requests and the prioritization given to media relations, particularly during the crisis in Haiti

Quarterly briefings to the United Nations press corps on progress and developments on major peacekeeping issues by the Department of Peacekeeping Operations and the Department of Field Support senior management	30	Quarterly press briefings (4 each by the Under-Secretaries-General of the Department of Peacekeeping Operations and the Department of Field Support) were given to the media on recent developments in peacekeeping missions. In addition, 1 press briefing was given following the release of the Board of Inquiry report on the bombing of the United Nations guesthouse in Kabul, 1 press briefing was given following the earthquake in Haiti, and 20 press briefings were given during a video teleconference with MINUSTAH senior leadership following the earthquake in Haiti
6 media interviews organized on evolving areas of peacekeeping activity, including conduct and discipline, military, police, rule of law, security sector reform and protection of civilians	200	50 media interviews were organized during the reporting period, on issues such as the elections in the Sudan and Afghanistan; the protection of civilians in the Democratic Republic of the Congo, the Sudan and Somalia; police training in Haiti and Liberia; the strengthening of the prison system in Liberia; and conduct and discipline cases and safety and security in missions (including carjackings, abductions and the ambush of peacekeepers in Darfur, and the bombing of the United Nations guesthouse in Kabul). Increased output was due to ongoing proactive media relations and the need to respond to high-profile news events that occurred in mission areas during the reporting period. In addition, more than 150 interviews and background briefings were given by the Department of Peacekeeping Operations and the Department of Field Support following the earthquake in Haiti
Survey report on the views and opinions of target audiences in 3 troop-contributing countries, and 2 host countries to assist in the development of communications objectives and priority needs for the Department of Peacekeeping Operations and the Department of Field Support	No	The first phase of the survey, targeting 3 troop-contributing countries, was completed in May 2010. The second phase of the survey, targeting 2 host countries, will be implemented during the 2010/11 period. The procurement contract was issued in June 2009, as reported in the 2008/09 performance report. Therefore, phase I was postponed until the 2009/10 period, delaying phase II until the current budgetary period
Situation Centre		
Immediate notifications to troop-contributing countries of all casualties among uniformed personnel serving	Yes	152 casualties among uniformed personnel were recorded during the reporting period, affecting 33 Member States, all of which were informed of casualties within 24 hours of the receipt of the notification of casualty from the mission in question
40 verbal and written briefings to troop-contributing countries on operational developments	39	During the reporting period, 37 weekly briefings for Member States on operational developments were provided to the military and police advisers community. In addition, 2 ad hoc briefings were provided to troop- and police-contributing countries through the Special Committee on Peacekeeping Operations

All Situation Centre briefing notes, flash reports and updates uploaded on the Joint Situation Centres portal shared with NATO and the European Union	Yes	All 251 Situation Centre briefing notes and 116 flash reports and updates were uploaded to the shared portal

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Front Office of the Under-Secretary-General		
In collaboration with the Department of Public Information and the Department of Field Support, outreach strategy and implementation plan for the creation of new candidate pools for specialized public information functions in missions	No	Because of the ongoing human resource reforms, in particular new policies affecting recruitment for field missions, an outreach strategy and an implementation plan were not developed, owing to the priority placed on updating the current rosters on Galaxy. This process was completed in July 2010. Testing, expert panel interviews and a final evaluation of the first group of 339 candidates who had applied for public information posts on Galaxy was undertaken as part of the exercise. The selected candidates were reviewed by the Field Central Review Board, and public information rosters were created. As a result, approximately 45 candidates for public information posts have been placed on the roster. An outreach effort to expand the pool of qualified public information candidates, in collaboration with the Department of Public Information and the Department of Field Support, is planned for completion during the 2011/12 period
Situation Centre		
Technical assessment missions, predeployment missions and/or mission start-up field visits to assess security conditions in 6 Department of Peacekeeping Operations-led field missions	Yes	Lower output was due to the requirement for only 1 technical assessment visit to UNMIS, to conduct a pilot test of the United Nations security level system. The test supported the full development of the system, as well as its approval by the Chief Executives Board

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Front Office of the Under-Secretary-General		
10 visits to peacekeeping missions to review progress and provide direction to mission leadership on issues related to the implementation of mission mandates	10	MINURCAT, MINUSTAH (3), MONUC (3), UNFICYP, UNIFIL and UNMIS

30 business processes improvement projects completed, using the Lean Six Sigma methodology	9	Lean Six Sigma projects were completed: contingent-owned equipment reimbursement, field financial systems application upgrade, asset disposal plan, national competitive recruitment examination, sick leave certification, troop strength reporting, voluntary trust fund assistance, request for service from the Office of Information and Communications Technology, guidance approval and publication in the Department of Peacekeeping Operations and the Department of Field Support. 2 additional projects, on designation and communications related to senior mission appointments, were completed in August and September 2010, respectively Lower output was due to the temporary suspension of the joint business process improvement initiative by the Department of Peacekeeping Operations, the Department of Field Support and the Department of Management, following the decision to focus on the enterprise resource planning initiative. Additionally, priority was placed on other improvement initiatives and projects, such as the global field support strategy, the talent management initiative in the context of greater human resource reforms, the introduction of IPSAS and the senior management compact
Web-based training course developed and in-person training and outreach to all records management officers, assistants and focal points in all peacekeeping missions in the application and implementation of peacekeeping-specific records management tools and guidelines	Yes	Training materials on records management and information sensitivity were developed and made available to all records management officers, assistants and focal points through the peacekeeping records management community of practice In addition, a 4-day training workshop was delivered to 23 records management officers and assistants in Brindisi, Italy, in May 2010; basic records management training was delivered to UNLB information technology staff in June 2010; and records disposition training was delivered to 20 Department of Peacekeeping Operations/Department of Field Support records management focal points at Headquarters in November 2009
Standard template for field mission Intranet content developed, including mission-specific information and information useful to all peacekeeping staff	Yes	An intranet template was developed in June 2010. In addition, a "peace operations mission intranet guide" was developed and finalized in July 2010

Standardized process maps developed for core business processes in peacekeeping operations related to information collection and reporting	Yes	In the development of the strategic management system, process maps have been developed for all core information collection and reporting business processes related to information management: military affairs, geographic information systems, rule-of-law and security institutions, medical services, finance, personnel, logistics, mission situation reporting and fatalities reporting
Collaboration sites for document and task management developed and launched for 7 organizational units, giving priority to areas responsible for the integration of core peacekeeping activities	11	Organizational units including 7 integrated operational teams. To date, the system is actively used in only 2 of those organizational units, owing to technical problems relating to system performance, which were resolved in December 2010. Increased output was due to the request by other organizational units to use the collaboration site
Information management governance guidelines developed for field missions, including information management responsibilities within peacekeeping operations and compliance with organizational information management standards and policies	Yes	The following guidance was developed during the period 2009/10: standard operating procedures on access to and the declassification of archives and non-current records, revised and expanded to include field missions (April 2010), and an information sensitivity toolkit for field missions, jointly published by the Department of Management and the Department of Peacekeeping Operations (February 2010)
Conduct of a survey among all peacekeeping staff to assess perceptions on improvements to information management resources, with emphasis on the peace operations intranet and the peacekeeping electronic research package	No	A survey for Headquarters and field staff of the Department of Peacekeeping Operations and the Department of Field Support on peacekeeping information management products and services was developed in June 2010; however, as a result of the need to temporarily deploy resources to a project of greater priority (UNIFIL information management assessment) in June and July 2010, it was not issued and completed until August 2010
In close collaboration with the Department of Public Information, technical assessment visits to all new missions and missions undergoing significant adjustments, as well as peacekeeping operations facing significant public information challenges	Yes	No new missions were established during the reporting period. With regard to missions undergoing significant adjustments, an assessment was conducted in MINUSTAH following the earthquake in Haiti, including to determine staffing and logistics needs for the public information component, as well as the media relations support required A joint assessment visit to the Sudan (UNAMID and UNMIS) was carried out with the Department of Public Information in June 2010 to meet with counterparts in the field and advise on the development of communications strategies ahead of the Sudan referenda, scheduled to be held in January 2011

In collaboration with the Department of Public Information and the Department of Field Support, review of communications responsibilities for supporting peacekeeping operations, including technical clearances for public information officers, asset procurement and the technical review and oversight of public information-related procurement contracts	Yes	A review was undertaken through the Inter-departmental Working Group on Public Information Activities (including the Department of Public Information, the Department of Political Affairs, the Department of Peacekeeping Operations and the Department of Field Support), which meets monthly. In addition, the Group met regularly to explore ways to facilitate the transition from United Nations peacekeeping radio stations to public service broadcasters From July 2009 to April 2010, approximately 190 candidates received technical clearance. As a result of the new human resources management reforms, the technical clearance requirement for recruitment is no longer relevant. However, the Department of Peacekeeping Operations worked closely with the Department of Public Information and the Department of Field Support to identify new candidate pools and develop public information rosters, including through participation in interview panels, as required
Communications plan to increase the media engagement of heads of peacekeeping missions and other senior mission personnel during visits to United Nations Headquarters	Yes	In collaboration with the Department of Public Information, a communications plan was developed to increase the media engagement of heads of peacekeeping missions and other senior mission personnel (such as press stakeouts following relevant Security Council briefings, as well as individual interviews with media organizations)
In collaboration with the Department of Public Information and the Department of Field Support, conference of Chief Public Information Officers from all Department of Peacekeeping Operations missions, held at United Nations Headquarters, to build capacity and expertise in order to address changing public information challenges faced by all field missions	Yes	The seventh annual conference of chief public information officers was held at the United Nations Logistics Base in Entebbe, Uganda in June 2010. The workshop was focused on support for the field, improved coordination with partners, such as the African Union, and ways to address existing and emerging challenges. This included the evaluation of strategic communications and priorities for the coming year, in particular an introduction to the support strategy of the Department of Field Support; as well as discussions on the new recruitment procedures and systems for field staff and the use of digital media. The conference also explored ways to facilitate the transition from peacekeeping radio stations to public service broadcasters
Heads of mission conference organized	Yes	A heads of mission conference was held in November 2009 in Switzerland

Situation Centre

Revised policy directives and associated implementation guidelines for Mission Joint Operations Centres/Joint Mission Analysis Centres	Yes	Implementation policy and guidelines for Mission Joint Operations Centres/Joint Mission Analysis Centres were issued in February 2010. In addition, implementation visits were carried out to 5 peacekeeping missions (MONUC, UNAMID, UNMIL, UNMIS and UNOCI), and 3 follow-up working level visits were carried out, to UNAMID (2) and UNOCI
Operations 24 hours a day, 7 days a week, by the Situation Centre as the information hub for peacekeeping operations, monitoring and reporting on developments in Department of Peacekeeping Operations-led field missions and other areas of interest, including daily and ad hoc written reports and verbal briefings	Yes	Operations were maintained 24 hours a day, 7 days a week. Operational updates were provided during the reporting period, in the form of 251 operational updates for the Secretary-General, 251 briefing notes, 151 directors' briefings and 116 flash reports
Activation by the Department of Peacekeeping Operations/Department of Field support of the crisis response cell, key crisis response actors and enhanced communications in addressing crises	Yes	The formal crisis response cell was activated and functional for 9 weeks in response to the January earthquake in Haiti. Other emergencies/crises also occurred during the reporting period, requiring enhanced preparedness. These included the aircraft crash in Haiti, the Kalma camp crisis, the Kirumba attack in the Democratic Republic of the Congo, the elections in Afghanistan, the Kabul guesthouse attack and several hostage-takings in Darfur
Monthly reports on topical issues affecting the current situation and/or possible development	Yes	9 monthly reports issued on Somalia and 16 thematic reports issued on other regions and situations, including the Lord's Resistance Army and the Democratic Republic of the Congo
Weekly briefings to intergovernmental bodies with troop-contributing and police-contributing countries on the implementation of security policies jointly with the Department of Safety and Security	No	While weekly briefings on developments in field operations were given to Member States and troop- and police-contributing countries, following the arrival of the Focal Point for Security in June 2009 and in the light of the fact that the implementation of security policy does not change on a weekly basis, it was determined that policy-related developments would be best communicated to Member States through normal interactions with intergovernmental bodies, such as the Special Committee on Peacekeeping Operations, regarding specific security policy issues. Accordingly, the Special Committee was briefed on occupational safety (January 2010) and security force protection (February 2010). The Department of Peacekeeping Operations also provided inputs to the Special Committee on issues related to safety and security, including the area of security risk management-force protection, in March 2010

Bimonthly Inter-Agency Security Management Network meetings chaired by the Department of Safety and Security to share information on security issues, including personnel	3	Plenary meetings of the Inter-Agency Security Management Network (August 2009, February 2010 and June 2010) and 2 meetings of the Network Steering Group (December 2009 and May 2010), with outputs comprising 26 separate policies and procedures reflecting inputs on the peacekeeping dimension of security and safety. Inputs on the peacekeeping dimension of security were included in all discussions of policies and procedures undertaken during weekly Network teleconferences. Lower output was due to the decision of the Network to hold 3 meetings during the reporting period

(b) Office of Operations

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
45 multidimensional substantive reports of the Secretary-General to the Security Council	44	Reports, including those submitted under the 90-day reporting requirements with regard to Darfur and the unplanned reports requested by the Security Council
55 letters from the Secretary-General to the President of the Security Council	38	Letters. Lower output was due to the fact that the estimation had been based on the level of activity related to mission start-up and expansion during the prior period in relation to MINURCAT, UNAMID and UNMIS
160 substantive notes for presentations of the Secretary-General and other senior officials to the Security Council	142	Substantive notes. Lower output was due to the fact that there were fewer deployment issues (including senior appointments) relating to the establishment and drawdown/closure of missions as compared with the previous period
25 consultations with troop-contributing countries providing updates on political and operational developments in the 16 peacekeeping missions	55	21 formal consultations and 34 informal consultations. Increased output was due to the issuance of the statement by the President of the Security Council dated 5 August 2009 (S/PRST/2009/24), which called for more frequent consultations with troop- and police-contributing countries
40 oral briefings to the Security Council on peacekeeping issues, including updates on political and operational developments in the 16 peacekeeping missions	69	66 formal briefings and 3 informal briefings. Increased output was due to the issuance of the statement by the President of the Security Council dated 5 August 2009 (S/PRST/2009/24), which called for more frequent briefings to the Council
51 weekly briefing notes to the Security Council on peacekeeping operations	51	Weekly briefing notes

Briefings, as requested, to the General Assembly and its bodies on political and operational developments in 16 peacekeeping missions	Yes	Responded to recommendations of and contributed to briefings and reports for the Special Committee on Peacekeeping Operations, the Advisory Committee on Administrative and Budgetary Questions, the Joint Inspection Unit and the Board of Auditors
Integrated advice to the permanent missions to the United Nations, United Nations agencies, the Bretton Woods institutions, international and regional governance and security organizations and non-governmental organizations on peacekeeping issues, including updates on political and operational developments in 16 peacekeeping missions	Yes	Provided advice on current and potential peacekeeping operations, mandate implementation, integration and operational needs to permanent missions of Member States to the United Nations, the African Union, the Economic Community of West African States, the European Union, the International Monetary Fund, NATO, the Organization for Security and Cooperation in Europe, UNDP, UNHCR, UNICEF, UNOPS, the World Bank, the World Food Programme, non-governmental organizations, and the media

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Development of integrated concepts of operations in line with Security Council mandates for all new peacekeeping operations and for existing operations requiring significant adjustments	8	Integrated concepts of operations for existing operations requiring significant adjustments, in line with Security Council mandates, were issued for MINUSTAH, MONUC, UNFICYP, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI
Integrated and/or issue-specific technical assessment missions and related reports for all new peacekeeping operations and those that require significant adjustments	55	Integrated and/or issue-specific assessment visits carried out to missions undergoing significant adjustments: MINURCAT (9), MINUSTAH (1), MONUC (5), UNAMID (13), UNFICYP (1), UNIFIL (1), UNMIL (3), UNMIS (12), UNMIT (3), UNOCI (2) and support for AMISOM (5)

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of guidance to Special Representatives of the Secretary-General in 16 peacekeeping missions and 3 special political missions on strategic, policy, political and operational matters	15	Peacekeeping missions
	1	Special political mission
	1,207	Official substantive communications (cables) providing policy, political, operational and crisis management advice, and operational and procedural guidelines for the conduct of official functions and missions

Bimonthly meetings of 12 coordinated task forces and working groups with internal and external partners for complex multidimensional peacekeeping operations, with emphasis on information-sharing and joint strategic planning and programming	11	MINURCAT, MINUSTAH, MONUC, UNAMID, UNFICYP, UNIFIL, UNMIK, UNMIL, UNMIS, UNMIT and UNOCI
2 training modules on the integrated mission planning process	2	Department of Peacekeeping Operations pilot training modules for Headquarters-based desk officers and staff on integrated mission planning and the strategic planning module for field planners on integrated mission planning
2 workshops on integrated mission planning for a total of 55 mission planning officers and Office of Operations desk officers	2	Workshops on the integrated mission planning process were held in Kampala (December 2009) and Amman (February 2010) for strategic planning officers from the Department of Peacekeeping Operations and the Department of Field Support at Headquarters (23), the Department of Political Affairs (12) and field missions (42)
1 workshop for heads of political affairs components in 16 peacekeeping operations to exchange experiences and lessons learned on the development and implementation of political strategies	1	Meeting of heads of political affairs components and mission chiefs of staff to: clarify their roles and responsibilities, including with regard to one another, other mission components and Headquarters; identify areas where further Headquarters support would be required to more successfully carry out their functions; and raise awareness about the latest developments and new priorities of importance to them. (Focus area expanded to include civilian mission chiefs of staff, given their role of integrating mission plans and in response to repeated requests from missions)
Provision of advice and operational support to the African Union on strengthening its capacity to plan, manage and sustain peacekeeping operations, including through the joint development of policy guidelines and operational concepts, as well as support to regional African Union-led training events and workshops	Yes	Officers from the Department participated in the development of the African Standby Force concept and in workshops on African Union rapid deployment capability, doctrinal harmonization, the African Union formed police units concept, and the harmonization of African Union Commission/regional economic communities police planning, as well as the African Standby Force evaluation and readiness concept. Supported the development of the African Union Commission and regional economic communities training capacity and the African Standby Force training and implementation plan and logistics concept. Supported the "*Amani* Africa" exercise (to assess progress in the development of the Force) and the implementation of the African Union-led "road map 2"

(c) Office of Military Affairs

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 visits to Member States and regional organizations to discuss military aspects of peace negotiations, agreements and peacekeeping operations	14	Visits carried out, to Uganda (logistics support for AMISOM), Norway, France and Austria (European Union lessons learned on Chad and the Central African Republic), the United States of America (post-earthquake conditions in Haiti), Sweden (rapid response exercise), the United Kingdom of Great Britain and Northern Ireland (increasing global preparedness in advancing the protection of civilians through military operations), Portugal (combined joint operations), Brazil (perspectives from the South regarding the New Horizon Initiative), China, Switzerland, Malaysia and Indonesia (general peacekeeping issues and contributions to peacekeeping operations) and the African Union Commissioner for Peace and Security (potential naval support for AMISOM and contingency planning for Kismayo) Increased output was due to the sponsorship of additional travel by meeting organizers
22 private (Security Council-requested) troop-contributing country meetings to discuss new or anticipated developments, crisis situations and changes of mandate in peacekeeping missions	24	Security Council and troop-contributing country meetings were held to discuss developments in field operations, as well as the adjustment and extension of peacekeeping operation mandates. 7 of the troop-contributing country meetings were on MINUSTAH, in response to the immediate aftermath of the earthquake
Strategic analyses and assessment reports on all significant operational developments in peacekeeping missions and evolving conflict areas	21	Strategic analyses and assessment reports were prepared on peacekeeping operations facing significant operational developments. In addition, 2 strategic analyses and assessments were prepared on Somalia
Briefings to the Security Council on the military elements of technical assessment reports of six peacekeeping missions	5	Information about the military elements of technical assessment reports was provided in the briefings to the Security Council on MINURCAT, MONUC, UNFICYP, UNIFIL and UNOCI
European Union/United Nations annual education and training exchange to enhance mutual understanding and cooperation on operations	Yes	The annual education and training exchange was held in New York in March 2010
Conduct of a survey with troop-contributing countries on the effectiveness of meetings with troop-contributing countries	Yes	A survey was conducted with 30 Member States between December 2009 and January 2010

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Readily deployable nucleus of military headquarters at United Nations Headquarters for rapid deployment to a new peacekeeping operation	Yes	A readily deployable nucleus of military headquarters was established in October 2009. Members of the team were deployed to UNAMID, to facilitate the transition from the deployment to the employment phase of operations, and to MINUSTAH, after the earthquake in January
Weekly coordination meetings with United Nations and non-governmental humanitarian agencies on civil-military issues, such as policies on civil-military cooperation and integrated operational plans	52	Weekly coordination meetings were held with United Nations and non-governmental humanitarian agencies on civil-military issues. In addition, 28 biweekly meetings were held from mid-January to April 2010, in response to the earthquake in Haiti
Updated databases on the United Nations Standby Arrangements System and senior appointment pool	Yes	The database was updated with regard to a total of 109 countries
52 briefings to potential and current troop-contributing countries on the United Nations Standby Arrangements System, commitment at the rapid deployment level, and senior appointment pool	43	39 briefings were provided to current troop-contributing countries and 4 briefings to emerging troop-contributing countries. Lower output was due to the fact that some briefings were given to more than one troop-contributing country
10 operational and military advisory visits to troop-contributing countries related to the deployment of troops and materiel to peacekeeping missions	8	Operational advisory visits were made to Belarus, Burkina Faso, the Dominican Republic, Egypt (2), Sri Lanka, the Syrian Arab Republic, and Thailand. The visits are undertaken in response to requests from troop-contributing countries. Lower output was due to the fact that a lower number of requests were received

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of strategic guidance to senior military mission leaders, including Force Commander directives, working visits of mission military leadership to United Nations Headquarters and military-related aspects of crisis response	Yes	The Military Adviser provided strategic guidance on issues such as capability gaps between created forces and their ability to implement mandates; predictive analysis in anticipation of a crisis or a risk to the operation; and crisis response, including through cables, teleconferences and working visits by mission military leaders during their induction briefings, as well as during the annual conference of heads of military components

Reviewed and revised military concepts of operations, rules of engagement and force requirements for all existing peacekeeping operations, and developed concepts of operation for all planned peacekeeping operations	Yes	Military concepts of operations, rules and engagement and force requirements for all peacekeeping operations were reviewed and revised where appropriate. They included military concepts of operations for MINURCAT, MINUSTAH and UNMIK, as well as for a possible mission and for maritime support for AMISOM; rules of engagement for MINURCAT, UNDOF and UNIFIL; and force requirements for MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNIFIL, UNMIL, UNMIS and UNOCI, as well as support for AMISOM
Evaluations of military components of 2 peacekeeping missions	No	No evaluations were conducted during the reporting period, as emphasis was placed on the development of, and consultations with troop-contributing countries on, methods for testing/evaluating the concept of operational readiness
Provision of guidance to missions in order to support implementation of recommendations contained in mission evaluation reports, including options for implementation and assessments of proposals of implementation	No	No evaluations were conducted during the reporting period, as emphasis was placed on the development of, and consultations with troop-contributing countries on, methods for testing/evaluating the concept of operational readiness
Assessments of threats to military operations for 10 peacekeeping missions	10	Assessments of threats to military operations were made, for MINURCAT, MINUSTAH, MONUC, UNAMID (2), UNIFIL (2), UNMIL, UNMIS and UNOCI
Guidance framework and plan of the development of military doctrine and policies	No	A guidance framework (5-year strategic plan), including a plan for the development of military doctrine and policies, was not developed during the reporting period, owing to the need for extensive consultations within the Department of Peacekeeping Operations; however, a strategic plan was completed in September 2010
3 inter-mission cooperation meetings to achieve enhanced cooperation between closely situated peacekeeping missions, including the coordination of operational activities, such as border patrols	4	Regional inter-mission conferences were held: UNIFIL and UNDOF (July 2009), UNMIL and UNOCI (August 2009), UNMIS, UNAMID, MINURCAT and MONUC (November 2009) and UNMIL and UNOCI (June 2010). Increased output was due to the fact that a second inter-mission cooperation conference was held in Liberia, in June 2010, to coincide with the brainstorming session on the handover of security responsibilities in Liberia, organized by the Conflict Prevention and Peace Forum
2009 heads of military components of mission conference	Yes	A conference was held in August 2009

Daily, weekly and monthly military situation reports	Yes	Daily, weekly and monthly military situation reports were prepared for all peacekeeping operations
8 predeployment induction sessions and 7 post-appointment briefings for senior military personnel in peacekeeping operations at United Nations Headquarters	11	Predeployment induction sessions were held for senior military personnel (force commanders, deputy force commanders, Chief Military Liaison Officer, Chief of Staff and Chief Military Adviser)
	7	Post-appointment briefings were provided for senior military personnel (MINUSTAH Force Commander, UNAMID Force Commander, UNDOF Force Commander, UNIFIL Force Commander and Deputy Force Commander, UNMIK Chief Military Liaison Officer and UNMIL Force Commander). Increased output was due to the increased number of newly appointed senior military personnel
Coordinated extension and repatriation of senior military leaders and military components	Yes	The generation, extension or repatriation of 15 senior military leaders and heads of military components was coordinated during the reporting period
19 predeployment visits in connection with the continuing deployment and adjustment of peacekeeping missions	20	Predeployment visits were carried out, to Bangladesh (3), Burkina Faso, Cambodia, Egypt (2), Ethiopia, Malawi, Mongolia, Namibia, Nepal, Nigeria, Pakistan, Paraguay, Senegal, Sierra Leone, the United Republic of Tanzania, Thailand and Uruguay

(d) Office of Rule of Law and Security Institutions

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Assistant Secretary-General		
20 consultations with States members of the Security Council, the General Assembly, other intergovernmental bodies and Groups of Friends to provide updates on the rule of law and security institutions	27	Consultations were held with States members of the Security Council, the General Assembly and other intergovernmental bodies (Australia, Austria, Barbados, Canada (3), Chad, Colombia, Denmark, Egypt, Finland, France (3), Gabon, Germany, Italy (2), Norway (2), Slovakia, Sweden (2), Ukraine, the United Kingdom (2) and the United States). Increased output was due to an increased number of meeting requests

10 key United Nations events and specialized consultations with United Nations departments, agencies, funds, programmes and other entities, as well as regional and subregional organizations, to plan joint activities and articulate lead roles in the areas of rule of law and security institutions	22	Consultations were held in New York, Geneva and Vienna with the Permanent Observer of the African Union, the Geneva Centre for the Democratic Control of Armed Forces, the European Union and the United Nations Affairs Office; an expert-level discussion on "African perspectives on security sector reform" was held with the European Union-United Nations steering committee, the International Committee of the Red Cross, INTERPOL, the International Organization for Migration, OHCHR, UNDP, UNICEF, the United Nations Office on Drugs and Crime, the United Nations Office at Geneva, UNOPS, the United Nations Regional Centre for Preventive Diplomacy and the World Bank Increased output was due to a greater number of requests from and greater coordination with the aforementioned organizations in relation to key activities Additional output: 17 consultations were held with Member States (Australia, Benin, Canada, the Democratic Republic of the Congo, France (2), Indonesia, Italy, Japan, Morocco, the Netherlands, Nigeria, Pakistan, the Russian Federation, Slovakia, South Africa and the United States) on rapidly deployable capacity and standing capacity
Police Division		
Inputs in 20 reports of the Secretary-General to the Security Council on peacekeeping operations which include recommendations on law enforcement-related issues and briefings to the Council and the General Assembly	40	Upon request, and as appropriate, inputs were provided to 34 reports of the Secretary-General on peacekeeping operations: MINURCAT (S/2009/359, S/2009/535 and S/2010/217), MINURSO (S/2010/175), MINUSTAH (S/2009/439 and S/2010/200 and Corr.1), MONUC (S/2009/472, S/2009/623 and S/2010/164), UNAMID (S/2009/352, S/2009/592, S/2010/50, S/2010/213 and S/2010/382), UNFICYP (S/2009/248, S/2009/609, S/2009/610, S/2010/238 and S/2010/264), UNMIK (S/2010/401), UNMIL (S/2009/411 and S/2010/88), UNMIS (S/2009/357, S/2009/391 and Add.1, S/2009/545, S/2010/31, S/2010/168 and Add.1 and S/2010/388), UNMIT (S/2009/504) and UNOCI (S/2009/344, S/2009/495, S/2010/15 and S/2010/245). In addition, inputs were provided to 6 thematic reports to the legislative bodies (a New Horizon non-paper, reports of the Secretary-General on Somalia (S/2009/503 and S/2010/234; report of the Secretary-General on women and peace and security (S/2009/465 and Corr.1); report of the Secretary-General on children and armed conflict (A/64/742-S/2010/181) and draft report of the Secretary-General on women in peacebuilding, still in progress)

		The increased number of inputs were provided response to an increased number of requests for police inputs to those reports
14 visits to police-contributing countries to provide advice on national selection mechanisms for the readiness, deployment and training of United Nations police officers, including members of formed police units	15	Visits were carried out to police-contributing countries to provide advice on issues related to the police officer selection and recruitment process and the readiness, deployment and training of police officers, including members of the formed police units from Bangladesh, Brazil, Canada, China, Djibouti, Gabon, Germany, Ghana, India, Italy, Jordan, Kenya, Pakistan, Turkey and the United States
18 consultations with police-contributing countries and regional organizations on policy issues, the activities of the Police Division and cross-cutting law enforcement-related matters in peacekeeping operations	20	Consultations at the following meetings/workshops: Centre of Excellence in Policing and Security workshop on capacity-building (Australia); Australian Federal Police round table (Australia); civil-military relations conference (Brazil); World Bank meeting on the *World Development Report 2011: Conflict, Security and Development* (United Kingdom); United Nations-INTERPOL ministerial meeting (Singapore); counter-terrorism retreat (Austria); second joint high-level peacekeeping seminar of the Eastern Africa Police Chiefs Cooperation Organization and the Southern African Regional Police Chiefs Cooperation Organization (Malawi); International Association of Peacekeeping Training Centres workshop (Australia); briefing at quadrilateral consultations (United States); West Africa Coast Initiative technical working group meeting and briefing to the Economic Community of West African States (Senegal); meeting on drug trafficking and conflict prevention (Senegal); expert and ministerial conference on the West Africa Coast Initiative (Sierra Leone); United Nations-NATO Education Days (Belgium); West Africa Coast Initiative partners' meeting (United States); United Nations-European Union Day (United States); Police Adviser visit to Haiti; meeting of Group of Eight senior officials on capacity-building (Canada); annual police experts' meeting of the Organization for Security and Cooperation in Europe (Austria); workshop on the protection of civilians (Ethiopia); and workshop on robust peacekeeping (Germany)
13 mission-specific police-contributors meetings on the police components of 13 peacekeeping operations and special political missions (MINUSTAH, UNMIL, UNMIS, UNAMID, UNMIT, MINURSO, UNIPSIL, MONUC, UNOCI, UNAMA, UNFICYP, MINURCAT and UNOMIG)	9	Mission-specific police-contributing country meetings were held, on MINURCAT, MINUSTAH, MONUC, UNAMA, UNAMID, UNMIL, UNMIS, UNMIT and UNOCI

	6	Briefings were provided on formed police units: Doctrine Development Group meeting on training curriculum for formed police units (Bangladesh); meeting of police-contributing countries on findings of proficiency testing training team 3; mobile training team pilot team debriefing in New York (United States); meeting of police-contributing countries on the formed police unit review; mobile training team leaders' debriefing with Member States (Bangladesh); and meeting of police-contributing countries on the formed police unit review
	3	Briefings were given on cross-cutting and thematic issues: Singapore action plan focal point, global effort to increase the number of female police officers, and the launch of the West Africa Coast Initiative to Member States Additional meetings were held as a result of the prioritization of 4 strategic issues taken up in order to address observed gaps and needs in the field: the formed police unit review, the United Nations-INTERPOL action plan, efforts to increase the number of female police officers, and the West Africa Coast Initiative
Criminal Law and Judicial Advisory Section		
6 consultations with Member States, including the Group of Friends of the Rule of Law, to provide updates on the development of judicial, legal and prison systems	11	Consultations were held to provide updates: briefings to the Special Committee on Peacekeeping Operations on the Justice and Corrections Standing Capacity (November 2009 and March 2010); meetings of corrections-contributing countries (November and December 2009 and February and June 2010); briefing on guidance development to the Special Committee on Peacekeeping Operations (January 2010); meeting of police-contributing countries (January 2010); briefing to interested Member States, including the Group of Friends of the Rule of Law, on justice and corrections in Haiti (February 2010); 2 meetings of corrections-contributing countries, including the Group of Friends of Haiti (February 2010); and briefing to interested Member States, including the Group of Friends of the Rule of Law (March 2010) The increased number of briefings was due to unforeseen events, such as the earthquake in Haiti

Reports of the Secretary-General or briefings to the Security Council on the progress made on justice and/or corrections issues in 10 field operations	8	Field operations were covered by 20 reports: MINURCAT (S/2009/359 and S/2009/535); MINUSTAH (S/2009/439); MONUC (S/2009/472, S/2009/623 and S/2010/164); UNAMID (S/2009/352, S/2009/592 and S/2010/50); UNMIL (S/2009/299, S/2009/411 and S/2010/88); UNMIS (S/2009/211, S/2009/357, S/2009/545 and S/2010/31); UNMIT (S/2010/85); UNOCI (S/2009/344, S/2009/495 and S/2010/15)
6 briefings on justice and/or prison systems to senior representatives of the United Nations departments, agencies, funds, programmes, regional organizations and other entities	11	Briefings on justice and/or prisons were provided to: International Corrections and Prisons Association (October 2009); Zentrum für Internationale Friedenseinsätze and Folke Bernadotte Academy (October 2009); Geneva Centre for the Democratic Control of Armed Forces (November 2009); preparatory meeting for the Twelfth United Nations Congress on Crime Prevention and Criminal Justice (November 2009); United Nations-NATO Education Days (February 2010); military officers of various Member States at the Defence Institute of International Legal Studies (April 2010); Twelfth United Nations Congress on Crime Prevention and Criminal Justice (April 2010); senior mission leaders and representatives of Members States at Helsinki (April 2010); Group of Eight conference (May 2010); conference on chieftaincy conflicts (June 2010); and European Union Experts' workshop on developing a European Union concept for a common security and defence policy for justice missions (June 2010) The additional briefings were provided upon request and/or a result of specific invitations
Disarmament, Demobilization and Reintegration Section		
Reports of the Secretary-General and/or briefings to the Security Council on progress made in 8 disarmament, demobilization and reintegration processes (6 ongoing and 2 in planning stages)	8	Inputs were provided to all progress reports of the Secretary-General related to missions with a disarmament, demobilization and reintegration mandate: (with a disarmament, demobilization and reintegration/community violence reduction in progress) BINUB (S/2009/450); MINUSTAH (S/2009/439 and S/2010/200 and Corr.1); MONUC (S/2009/472, S/2009/623 and S/2010/164); UNMIL (S/2009/411); UNMIS (S/2009/357, S/2009/545, S/2010/31 and S/2010/168 and Add.1); UNOCI (S/2009/344, S/2009/495, S/2010/15 and S/2010/245); and (with disarmament, demobilization and reintegration in the planning stages) UNAMID (S/2010/50 and S/2010/213) and support for AMISOM (S/2009/503 and S/2009/684)

15 briefings on disarmament, demobilization and reintegration to representatives of United Nations departments, agencies, funds, programmes, Member States, international financial institutions, regional organizations and other entities	11	Briefings were provided to: Member States (July 2009); the Special Committee on Peacekeeping Operations (February 2010); individual Member States: France (December 2009), the Sudan (July 2009) and Japan; international financial institutions: the World Bank (February 2010 and 2 briefings on March 2010); regional organizations: NATO (December 2009); and others: Yale students (July 2009); non-governmental organizations, as part of the launch event for second-generation disarmament, demobilization and reintegration (June 2010) and media (June 2010)
Mine Action Service		
10 briefings to 25 Member States, 10 briefings to individual Member States and 4 statements in international forums on mine action and explosive remnants of war	15	Briefings and presentations were given to multiple Member States: 1 to the Mine Action Support Group (more than 20 donor countries); 1 to the Group of Governmental Experts on Amended Protocol II to the Convention on Certain Conventional Weapons; 2 to the Group of Governmental Experts on Protocol V to the Convention; 1 to the Meeting of States Parties to the Convention; 2 during the Second Review Conference of the States Parties to the Anti-Personnel Mine Ban Convention; 4 to a regional conference on cluster munitions; 1 to a regional conference on the Anti-Personnel Mine Ban Convention; 1 to the Fourth Committee; and 2 at the 13th International Meeting of National Mine Action Programme Directors and United Nations Advisers in Geneva
	44	Briefings were provided to individual Member States and multilateral donors: the Arab League (2), Australia (2), Canada (3), China (3), Denmark, the European Commission, Finland (2), Germany, the Gulf Cooperation Council (2), Japan (4), Saudi Arabia (4), Luxembourg, the Netherlands (2), New Zealand, Oman, Qatar, Spain, Sweden, Switzerland, the United Arab Emirates (4), the United Kingdom (4) and the United States (2)
	11	Interventions were made in international forums: 4 during the meetings of the Standing Committees of the Anti-Personnel Mine Ban Convention, 4 during the Second Review Conference of the Anti-Personnel Mine Ban Convention, 1 to the Meeting of States Parties to the Convention on Certain Conventional Weapons, 1 to the Meeting of States Parties to Amended Protocol II to the Convention on Certain Conventional Weapons and 1 to the Meeting of States Parties to Protocol V to the Convention on Certain Conventional Weapons. The higher number was a result of additional invitations to provide inputs to side meetings and requests for new meetings

Report of the Secretary-General on mine action to the General Assembly, in collaboration with United Nations partners	Yes	Report of the Secretary-General on assistance in mine action (A/64/287, August 2009). In its resolution 64/84, the General Assembly took note of the report
Annual multi-donor report on United Nations Mine Action Service activities, including programmes funded in part by assessed contributions	Yes	The Mine Action Service *Annual Report 2010* was sent to all Service donors (June 2010) in accordance with donors' reporting requirements
Assessment of mine and explosive remnants of war threats in 2 potential peacekeeping theatres, as part of a Department of Peacekeeping Operations technical assessment mission	Yes	In cooperation with MINURCAT, an assessment mission to Fada, in the Ennedi region of Chad, outside the Mission's area of operations, was conducted to assess contamination by landmines and explosive remnants of war
Development and/or update of contingency plans, in collaboration with United Nations agencies, for 2 potential peacekeeping operations	Yes	The 2009 Somalia assessment mission plan was updated in March 2009, in conjunction with the mine action mandate of support for AMISOM
Updated e-mine website, sustaining 60,000 usage sessions per month, including mine action reports, public information materials and operational data from 7 mine action programmes in peacekeeping operations	27,500	Page views monthly on average The lower number of page views was due to the calculations made by Google Analytics, which had instituted a new tracking system in 2009 with more accurate parameters for tracking page views. Previous calculations, which were used to quantify planned output, proved to be inaccurate. The e-mine website retained a high Google page rank of 8 during the reporting period (other sites with a page rank of 8 include YouTube, Twitter, Dig and BusinessWeek. Page rank is determined mostly by the number and the importance of sites linking to a given website)
Security Sector Reform Section		
10 briefings on security sector reform to Member States, including the Group of Friends of Security Sector Reform, United Nations departments, agencies, funds, programmes and regional organizations	11	2 briefings to the Group of Friends of Security Sector Reform, in December 2009 and January 2010 (New York); 1 briefing to the African Group, in July 2009 (New York); 1 presentation, together with the African Union, to the Governing Board of the International Security Sector Advisory Team, in November 2009 (Geneva); 1 formal briefing to the Special Committee on Peacekeeping Operations, in February 2010 (New York); 1 presentation to the military and police advisers community, in March 2010 (New York); 1 presentation to the European Union, in March 2010 (New York); 1 presentation to Member States at the "high-level forum on African perspectives on security sector reform", in May 2010 (New York); and 3 trips to Member State capitals to provide briefings on the United Nations approach to security sector reform (Geneva, Ottawa and Washington, D.C.)

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Assistant Secretary-General		
10 consultations with Member States and regional organizations to share information on the development of national standby and standing capacities and to solicit rapidly deployable experts with specialized qualifications in the rule of law and security sector reform fields	16	Consultations were carried out with Member States on rapidly deployable capacity and standing capacity and to solicit rapidly deployable experts with specialized qualifications in the fields of the rule of law and security sector reform (Australia, Benin, Canada, the Democratic Republic of the Congo, France, Indonesia, Italy, Japan, Morocco, the Netherlands, Nigeria, Pakistan, the Russian Federation, Slovakia, South Africa and the United States) The increased number of consultations reflected the increased priority placed on consultations
Police Division		
28 briefings to Member States on police issues in peacekeeping operations and specific police requirements for the rapid deployment of highly qualified police personnel	48	29 briefings were provided, to: the African Union (2); Montenegro; Ukraine; 7 permanent missions to the United Nations, on MINUSTAH; Norway; Canada, Germany, India, Israel, Japan, the Netherlands, Serbia, Turkey and the United States, on formed police units; the military and police advisers community (2); and Burkina Faso, Morocco, Norway, Rwanda, Sweden and Togo, on police-related issues in peacekeeping operations, as well as specific police requirements (such as selection assistance requirements) for the rapid deployment of highly qualified police officers. Owing to the special circumstances related to the aftermath of the earthquake in Haiti, another 19 specific dedicated meetings were organized for police-contributing countries (African Union countries, Burkina Faso, Canada, Germany, India, Israel, Japan, Montenegro, Morocco, the Netherlands, Norway, Serbia, Sweden, Togo, Turkey, Rwanda, Ukraine and the United States) and the military and police advisers community
28 visits to police-contributing countries to conduct selection assistance tests for individually deployed United Nations police officers and assessments/inspection of formed police units	54	37 visits to police-contributing countries were organized to conduct selection assistance tests for individual police officers (Argentina, Bangladesh, Burkina Faso, Burundi, Cameroon, Chile, China, Côte d'Ivoire, the Czech Republic, the Democratic Republic of the Congo, Djibouti, Egypt, Ethiopia, Fiji, the Gambia, Ghana, Guinea, Jordan, Malaysia, Namibia, Nepal, Pakistan, the Philippines, Romania, the Russian Federation, Rwanda, Senegal, Sierra Leone, Sri Lanka, Tajikistan, Thailand, Turkey, Ukraine, the United Republic of Tanzania, Uruguay, Vanuatu and Zambia). 9 visits to police-contributing countries were carried out for the selection

		of formed police units (Bangladesh, India, Indonesia, Jordan, Malaysia, Nepal, Nigeria, Pakistan and Senegal). 8 visits to countries providing formed police units were carried out to assess and inspect the readiness of the units and logistics (Predeployment visits) (Bangladesh, Burkina Faso, Egypt, India, Italy, Senegal, Togo and Uganda). Selection assistance tests are required for the deployment of all police officers. Tests are valid for a period of 18 months. As a result of the increased demand for police officers and the expiry of tests, an increased number of tests were conducted in 2010. In addition, the policy and training for formed police units was reviewed and revised during the reporting period, resulting in an increased number of predeployment visits
3 visits to 2 peacekeeping operations by the standing police capacity team in support of local police capacity-building	3	Deployments to MINUSTAH, including in response to the earthquake (July 2009 and January and March 2010)
Criminal Law and Judicial Advisory Section		
Roster of 200 applicants for positions as prison officers in the field	167	269 candidates were interviewed for positions as seconded corrections officers; 93 successful applicants were placed on the roster. 74 candidates were interviewed for positions as civilian corrections officers; 12 successful candidates were rostered by the Field Central Review Board Fewer candidates were rostered because fewer candidates fully met the post requirements
Disarmament, Demobilization and Reintegration Section		
Strategy for the establishment of rosters with different disarmament, demobilization and reintegration specializations	No	The output became redundant with the introduction of the Inspira talent management system and the inception of rosters of deployable experts cleared by the Field Central Review Board. However, the Disarmament, Demobilization and Reintegration Section developed a set of generic job descriptions for disarmament, demobilization and reintegration programmes for the field recruitment process. 292 disarmament, demobilization and reintegration personnel were technically cleared in preparation for the establishment of specific rosters under Inspira
Mine Action Service		
Rehearsal of the United Nations framework for mine action planning and rapid response, with the participation of 5 different United Nations agencies and 2 different intergovernmental or non-governmental organization implementing partners	Yes	The 2010 rapid response exercise was conducted in June 2010 with 4 United Nations agencies/sections (the Office for the Coordination of Humanitarian Affairs, UNHCR, UNICEF and the World Food Programme) and 3 non-governmental organizations (the Danish Demining Group, the Mines Advisory Group and Pax Mondial). 16 personnel were trained and rostered for possible future emergency deployment

Updated United Nations framework for mine action planning and rapid response, following lessons learned during the exercise	No	Lessons-learned exercise for rapid response was completed in June 2010. The updating of the framework for mine action rapid response is currently under review as a result of decision 2010/18 of the Secretary-General's Policy Committee, adopted on 13 July 2010. The review of the policy and the framework is scheduled to be completed by December 2010
Security Sector Reform Section		
10 generic job profiles for Security Sector Reform officers in collaboration with the Field Personnel Division	15	11 job profiles for various security sector reform positions were developed in collaboration with the Field Personnel Division and posted on Galaxy in 2009. Subsequently, with the migration to Inspira, 4 additional Security Sector Reform Officer generic job profiles were also developed with the Division
United Nations roster of senior security sector reform experts	Yes	The United Nations inter-agency security sector reform roster of experts was launched in February 2010. The roster, which is a consolidated database listing external experts with varied backgrounds, including academics, technicians, civil servants and former armed forces and security personnel, is available to agencies and Member States that need security sector specialists for bilateral projects or in field missions

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Assistant Secretary-General		
Updated strategic guidance, directives and notes to Special Representatives of the Secretary-General or other heads of field missions on the rule of law and security institutions, based on the coordination of efforts through the United Nations Rule of Law Coordination and Resource Group, other United Nations partnership frameworks and in the exercise of the Department's lead role in the United Nations system on policing (global lead), corrections (global lead), judicial and security sector reform issues in peacekeeping contexts	Yes	Updated strategic guidance, directives and notes were provided through 25 code cables, including to MINURCAT, MINUSTAH, MONUC, UNAMID, UNMIL, UNMIS, UNMIT and UNOCI (cable No. 0078, dated 18 January 2010, and cable No. 1467, dated 2 August 2010). Relevant reports were also provided, including a report on the inter-agency security sector reform practitioners' workshop, held in July 2009 in New York, which offered guidance on the subject of national ownership and partnerships Policy on justice components in peacekeeping operations issued in December 2009 Guidelines/methodology for the review of justice and corrections components in United Nations peacekeeping operations issued in December 2009 Contributed, through the Rule of Law Coordination and Resource Group, to the Secretary-General's guidance note on the United Nations approach to transitional justice, issued in March 2010

Police Division

Initial deployment, rotation and extension of 16,000 United Nations police officers, including formed police personnel in 18 field missions	Yes	As of June 2010, 13,648 United Nations police officers had been deployed to 18 field missions. More than 3,000 officers were extended after initial deployment
4 policy papers and guidelines for national police and other law enforcement agencies on management, administration and operational procedures as well as police reform and restructuring plans	4	"Tactical options for public order management", "Guidelines for monitoring detentions" (MINUSTAH), "Guidelines for the protection of vulnerable persons for the model police station" and "Vetting/certification procedures for the Public Order Police"
2 revised concepts of operations for police components in 2 peacekeeping operations (UNAMID and MINURCAT)	6	Police concepts of operations were revised and issued for MINURCAT, MINUSTAH, UNFICYP, UNMIK, UNMIL and UNMIT. The UNAMID police concept of operations is under development. Completion was delayed as a result of the extensive consultations required between the Mission and Headquarters The increased number of concepts of operations produced was due to the issuance of guidance on the development of police concepts of operations in April 2009, which allowed for the drafting and completion of concepts of operations originally planned for the 2008/09 period
2 Department of Peacekeeping Operations policies pertaining to the assessment and capacity-building of local police and other law enforcement agencies	No	Guidelines on United Nations police support for elections and on the assessment of police and other law enforcement agencies are still under development and will be finalized in 2011 The output was not achieved owing to the fact that priority was placed on a strategic doctrinal framework for international police peacekeeping following the audit report of the Office of Internal Oversight Services on assignment No. AP2007/600/01, "Audit of management of United Nations police operations", issued in August 2008
2 reports on the state of the rule of law in countries with peacekeeping operations	No	Draft reports on the state of the rule of law indicators project prepared for Haiti and Liberia will be finalized by the end of 2010. The need for extensive review and consultation, including with the national authorities, resulted in an ongoing delay
Annual conference of heads of police components to provide guidance and instructions on directives, policies and guidelines and to share lessons learned and best practices	Yes	The annual conference of heads of police components was held in April 2010, providing guidance and instructions on directives, policies and guidelines and allowing for information exchange on lessons learned, best practices and other pertinent issues

Field visits to 14 peacekeeping operations (MINUSTAH, UNMIL, UNMIS, UNAMID, UNIPSIL, MINURCAT, UNMIT, UNAMA, MONUC, UNOCI, UNMIK, UNFICYP, BINUB and UNOMIG) to provide strategic and technical police advice and assistance	12	Field visits were conducted, to BINUB, MINURCAT, MINUSTAH, MONUC, UNAMID, UNFICYP, UNMIK, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG to provide strategic and technical police advice and assistance
	5	Monitoring and evaluation visits to formed police unit mobile training teams in MINUSTAH, MONUC, UNAMID, UNMIT and UNOCI were also conducted The increased output of visits was due to the prioritization of the formed police unit review as a result of observed gaps and needs in the field
5 predeployment induction and post-appointment briefings for heads of police components of peacekeeping operations	7	Predeployment induction and post-appointment briefings were conducted for heads of police components of peacekeeping operations (MINURCAT, MINUSTAH, MONUC, UNAMID, UNMIL, UNOCI and UNOMIG). The increased output was due to the number of appointments of heads of police components made during the reporting period
5 predeployment seminars/workshops for United Nations police including formed police units	9	Training sessions, seminars and workshops were organized on the following subjects: soft kinetic projectiles for formed police units (UNMIT); pilot mobile training team debriefing (UNMIL); deployment of the mobile training team to five missions (MINUSTAH, MONUC, UNAMID, UNMIT and UNOCI) to retrain deployed formed police units on new formed police unit curriculum; predeployment pilot mobile training team course (United States); and mobile training team training course (Russian Federation) The increased output was due to the prioritization of the formed police unit review as a result of observed gaps and needs in the field
Criminal Law and Judicial Advisory Section		
Annual conference of the heads of justice and corrections components to provide training and guidance on policies and guidelines and share lessons learned and best practices	Yes	The annual conference of heads of justice and corrections components was held in January 2010 on training and guidance on policies and guidelines, and to share lessons learned and best practices
2 training workshops for corrections officers on the operational management of strengthening the prison systems in post-conflict environments	3	Workshops for corrections officers were provided, on predeployment (August/September 2009), operational management (February 2010) and strategic management (February 2010)

Operational visits to 11 peacekeeping operations to provide advice and assistance to justice and corrections components, in coordination with United Nations inter-agency partners	10	Operational visits were carried out, to MINUSTAH (May and June 2010), UNAMID (December 2009), and UNOCI (October 2009), on corrections; and to MONUC (July and November 2009 and February 2010), UNAMID (December 2009), UNMIS (August-October 2009) and UNMIT (January 2010), on justice
Review of the activities of justice and/or corrections components in 6 peacekeeping operations, utilizing justice and corrections programme review methodology	8	Reviews were carried out, in MINUSTAH (May 2010), UNAMID (December 2009), and UNOCI (October 2009), on corrections; and in MONUC (February 2010), UNAMID (December 2009), UNMIS (April 2010), UNMIT (January 2010) and UNOCI (October 2009), on justice The increased output was due to requests by the Security Council or the mission
Disarmament, Demobilization and Reintegration Section		
5 assessment and evaluation missions to provide subject matter expert advice in the area of disarmament, demobilization and reintegration	4	Expert-level technical assistance visit (MINUSTAH), familiarization/assessment visit (MONUC), visit to assess 1,000 Micro-Projects Initiative, and participation in technical assessment mission visit (UNOCI)
4 technical support visits to field missions with disarmament, demobilization and reintegration mandates	4	2 expert-level visits to the Sudan, 1 disarmament, demobilization and reintegration simulation exercise in UNAMID and 1 expert-level visit to MONUC. Visits were not conducted to other missions, as the disarmament, demobilization and reintegration programmes were handed over to the Department of Political Affairs
2 joint inter-agency assessment missions to review the implementation of the integrated disarmament, demobilization and reintegration standards in 2 field missions	1	Joint Department of Peacekeeping Operations-UNDP mission to review the integrated Disarmament, Demobilization and Reintegration Unit in the Sudan. No other mission is currently implementing structural integration in disarmament, demobilization and reintegration
Revised disarmament, demobilization and reintegration training programme for disarmament, demobilization and reintegration field personnel, through consultations with the integrated disarmament, demobilization and reintegration training group	Yes	Inter-agency review and revision of curricula of the disarmament, demobilization and reintegration courses offered by partners to reflect the recent developments in this area (including new guidance on disarmament, demobilization and reintegration and transitional justice; disarmament, demobilization and reintegration and security sector reform; second-generation disarmament, demobilization and reintegration; and monitoring and evaluation); review of a scenario-based training course offered by the Norwegian Defence International Centre; review of and participation (as resource persons) in training courses (revision of the scenario-based training material used for the Norwegian Defence International

		Centre planning course; Norwegian Defence International Centre disarmament, demobilization and reintegration planning course (Norway); Kofi Annan International Peacekeeping Training Centre course on disarmament, demobilization and reintegration (Ghana); Folke Bernadotte Academy training course; and course offered by the Centre for Stabilization and Reconstruction Studies, Naval Postgraduate School (United States))
Mine Action Service		
Approved workplans (including gender considerations) and annual assessment and recommendations for 7 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL and MINURSO)	7	Annual workplans were approved and assessment missions conducted
Project proposals for mine action activities in 7 mine action programmes (UNAMA, MONUC, UNMIS, UNAMID, MINURCAT, UNIFIL and MINURSO) for inclusion in the United Nations mine action portfolio	7	Project proposals
Annual review of technical missions on best practices and lessons learned, reports and development of mission-specific implementation plans	Yes	Annual review was conducted and best practices/lessons learned were discussed at the heads of mine action components conference in November 2009 (Nairobi). Mission-specific plans and budgets for voluntary and assessed funded activities were developed for all programmes. The recommendations tracking database continued to support the tracking of lessons learned and best practices. All programme workplans are available in the Portfolio of Mine Action Projects on the E-MINE website
Mine action policy and technical directives in 1 peacekeeping mission (UNFICYP)	Yes	Technical support and advice on mine action programme management and resource mobilization were provided to UNFICYP
Landmine safety briefings in collaboration with United Nations agencies, in 3 mission areas, including provision of advice on the production of training and awareness materials	3	Landmine safety briefings were provided, in the UNAMID, UNMIS and support for AMISOM mission areas, in collaboration with United Nations agencies
Security Sector Reform Section		
7 technical support missions to provide subject matter expert advice in the area of security sector reform	5	MONUC (February 2010 and June 2010), UNMIL (June 2010) and UNOCI (November 2009 and April 2010)

1 joint inter-agency assessment mission to review the implementation of security sector reform programmes in 1 field mission	1	Inter-agency technical assessment, for UNMIT (January 2010)
1 assessment visit to support planning for a future security sector reform programme in 1 new peacekeeping operation	1	Assessment visit was carried out, to Juba, Sudan (August 2009), to support planning for the UNMIS Justice and Security Sectors Advisory and Coordination Cell
Annual conference of heads of security sector reform components	Yes	The inter-agency senior practitioners' workshop on security sector reform was held in July 2009. The annual event brought together field and/or Headquarters staff from all members of the United Nations inter-agency Security Sector Reform Task Force, as well as all heads of security sector reform components in field missions
2 departmental guidelines on security sector reform and disarmament, demobilization and reintegration in post-conflict contexts	2	The Integrated Disarmament, Demobilization and Reintegration Standards module on disarmament, demobilization and reintegration and security sector reform was launched, and the Operational Guide chapters on disarmament, demobilization and reintegration and security sector reform were completed in December 2009

(e) Policy, Evaluation and Training Division

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Office of the Director		
Provision of policy advice to the Under-Secretaries-General for Peacekeeping Operations and Field Support and senior management of field missions on cross-cutting and emerging issues in peacekeeping	Yes	Through 7 Expanded Senior Management Team meetings, policy briefings were provided on the Mission Start-up Field Guide (1), the New Horizon non-paper (3), the protection of civilians (2) and the capability development and training policy (1) In addition, visits were undertaken to 5 missions (MINURCAT, UNAMID, UNDOF, UNIFIL, UNMIT) and to Entebbe, Uganda, where leadership was briefed on issues such as New Horizon, evaluation studies and capability development

Establishment and maintenance of partnerships with United Nations and external partners (regional arrangements, international financial institutions and bilateral and multilateral development and humanitarian actors) to support the planning, implementation and transition of multidimensional United Nations peacekeeping operations	Yes	Supported the establishment of frameworks for cooperation with the Collective Security Treaty Organization and the Shanghai Cooperation Organization for collaboration on peace and security issues. Maintained and strengthened collaboration with the European Union, the World Bank, UNDP and OHCHR for the planning, implementation and transition of multidimensional United Nations peacekeeping operations, particularly MINURCAT, MINUSTAH, MONUC, UNMIK, UNMIL and UNMIS
Integrated Training Service		
Support for Member States' predeployment training of military and police personnel for United Nations field operations	1	Pilot course for military experts on mission on specialized training material in Chile, 2 United Nations training-of-trainers courses, for military personnel in Argentina and Indonesia, 1 capability development workshop in Uganda, and 1 police training-of-trainers course in Australia were conducted, for a total of 140 participants
	9	Training recognition processes to assess peacekeeping training courses were conducted, in Austria, Brazil, Chile, Croatia, Germany, Greece, Nigeria, Switzerland and Turkey
	22	Staff supported or attended international peacekeeping training activities in 14 Member States: Australia, Bangladesh, Belgium, Brazil, Ecuador, Ethiopia, Ghana, Kenya, Peru, Spain, Sweden, Uganda, the United Kingdom and the United States
Training for senior peacekeeping leaders and managers and predeployment training for field civilian personnel	2	Senior leadership programmes were conducted for 24 senior leaders, including Special Representatives of the Secretary-General, Deputy Special Representatives of the Secretary-General, Force Commanders, Police Commissioners, Chiefs of staff and Deputy Military Advisers
	2	Senior mission leaders' courses were conducted for 48 current or potential senior leaders
	1	African Union senior mission leaders' course was conducted for 35 African senior leaders
	25	Civilian predeployment training courses were conducted for a total of 370 new civilian field personnel
	2	SMART workshops were conducted for a total of 76 civilian field managers

Training standards and training guidance provided to Member States, field missions and peacekeeping training providers	Yes	The policy on support for military and police predeployment training for peacekeeping operations and 3 supporting standard operating procedures (on training recognition, training of trainers and mobile training support teams) were promulgated in October 2009 and have been downloaded 5,177 times. The core predeployment training materials and specialized training materials, which comprise the predeployment training standards, have been downloaded 11,758 times, and the policy on training for all United Nations peacekeeping personnel was promulgated and issued to all missions in May 2010 1 Integrated Mission Training Centre Workshop and 1 training-of-trainers in training and evaluation course were conducted for 84 field mission training personnel
Monitoring of and support for training activities for Department of Peacekeeping Operations and Department of Field Support staff in specialist areas as well as mandatory and recommended training courses	Yes	Facilitated and monitored 2,066 attendances by Department of Peacekeeping Operations and Department of Field Support personnel at courses provided by the Office of Human Resources Management and 2,051 attendances at a total of 169 training activities in their areas of specialization, including courses, workshops, conferences, seminars and individual training programmes in substantive and technical areas of peacekeeping and field support In addition, an e-learning service (UN.Skillport), which is provided and jointly funded by the Office of Human Resources Management and the Integrated Training Service, was implemented for all Department of Peacekeeping Operations and Department of Field Support staff for individual training on technical and substantive skills, including in the areas of personnel, finance, logistics, information technology, management, communications and leadership. The Service provides technical help-desk support to Department of Peacekeeping Operations/Department of Field Support staff and integrated mission training centres in the field
Peacekeeping Best Practices Section		
Development of guidance on cross-cutting peacekeeping issues and support to Department of Peacekeeping Operations/Department of Field Support policy and guidance development processes	Yes	Development, approval and promulgation of 20 cross-cutting guidance documents: revised policy and standard operating procedure on guidance development (July 2009) (2); policy on support for military and police predeployment training for United Nations peacekeeping operations (October 2009); standard operating procedures on the training of trainers (October 2009); standard operating procedure on mobile support teams (October 2009); standard

operating procedure on training recognition (October 2009); standard operating procedure on monitoring and evaluation for disarmament, demobilization and reintegration (June 2010); interim standard operating procedure on detention (January 2010); revised policy on formed police units (March 2010); standard operating procedure on vacancy management and succession planning for heads of police components in peacekeeping operations and special political missions (September 2009); guidelines on the methodology of the review of justice and corrections components in peacekeeping operations (December 2009); policy on justice components (December 2009); policy and guidelines on joint operations centres (February 2010); policy and guidelines on joint mission analysis centres (February 2010); standard operating procedure on the utilization of the standard motor vehicle accident and incident reporting form (September 2009); guidelines for the integrated mission planning process entitled "Role of the field: integrated planning for United Nations field presences" (January 2010); information sensitivity toolkit version 1 (February 2010); guidelines on the use of the peacekeeping headquarters retention schedule (November 2010); guidelines on integrating a gender perspective into peacekeeping operations (March 2010); revised policy on gender equality (July 2010); and gender guidelines for mine action programmes (February 2010)

Drafted policy/concept papers: New Horizon non-paper; New Horizon policy directive from the Under-Secretaries-General for Peacekeeping Operations and Field Support; New Horizon implementation strategy; joint paper of the Department of Peacekeeping Operations and the Peacebuilding Support Office on peacekeeping and peacebuilding; operational concept on the protection of civilians in United Nations peacekeeping operations; host Government consent paper for Security Council retreat; internal Department of Peacekeeping Operations/Department of Field Support paper on capacity-building clearing house; internal Department of Peacekeeping Operations/Department of Field Support paper on capability development approach; and capability note for a workshop for military field commanders

		Provided policy inputs and drafting support to reports of the Secretary-General to the Special Committee on Peacekeeping Operations; drafted the report of the Secretary-General on administrative and safety arrangements relating to the management of military utility helicopters in peacekeeping operations (A/64/768)
		Mainstreamed policy strategy into external departmental communications and ensured that a consistent policy message was conveyed by the Department of Peacekeeping Operations and the Department of Field Support to Member States and peacekeeping partners: drafted sets of talking points (46), speeches for senior management staff to the Special Committee on Peacekeeping Operations (5), speeches for the General Assembly (the Fourth Committee and Advisory Committee on Administrative and Budgetary Questions) (4) and speeches for Member State groupings/conferences and workshops (19) and developed/gave policy-related presentations (22)
		Completed a lessons-learned note to the Special Committee on Peacekeeping Operations on the protection of civilians in United Nations peacekeeping operations
Maintenance of a knowledge-sharing system for peacekeeping and analysis and dissemination of good practices	Yes	Facilitated the GenderNet community of practice, the HIV/AIDS Network community of practice and the Civil Affairs Network, and established and facilitated the Child Protection Network community of practice; introduced notes and consolidated replies on peacekeeping practices. In addition, the peacekeeping resource hub was launched to make Department of Peacekeeping Operations/Department of Field Support learning materials and guidance available to Member States and other parts of the United Nations system as well as to non-United Nations partners
		61 end-of-assignment reports, 16 after-action reviews and 2 lessons-learned reports were collected from field missions, uploaded on the intranet and disseminated through intranet announcements, and a quarterly newsletter and weekly updates on intranet uploads were produced in order to share knowledge

Lessons-learned reports were also analysed with a view to benefiting from know-how, experiences, knowledge and practices in support of various policy planning and guidance processes, including with regard to the protection of civilians (10 end-of-assignment reports, 5 after-action reports and 2 lessons-learned papers), maritime operations (5 end-of-assignment reports and (1 after-action review), United Nations police (Kosovo) (3 lessons-learned papers and 2 after-action reports), the Criminal Law and Judicial Advisory Unit (Kosovo) 1 end-of-assignment report, 2 lessons-learned papers and 4 mission-developed materials), gender issues (Kosovo) (4 after-action reports and 3 lessons-learned papers), peacebuilding and transitions (4 end-of-assignment reports, 8 after-action reviews, 4 lessons-learned papers and 6 Best Practices Officer community of practice questions and replies) and occupational safety and security (4 mission guidance documents and 7 community of practice questions and replies)

Supported the establishment of 6 new communities of practice (police, child protection, travel, rations/supply, property management and field procurement); provided briefing and training to each community of practice facilitator; and published a community of practice users' manual

Dissemination of HIV/AIDS best practices: UNMIS monthly reporting format/template and UNAMID Medical Unit memorandum of understanding on cooperation in the area of HIV

Consolidated HIV best practices from 11 field missions for input into the forthcoming joint report of the Department of Peacekeeping Operations and the Joint United Nations Programme on HIV/AIDS to the Security Council on the decade since the adoption of Council resolution 1308 (2000)

Lessons-learned study conducted on the work of expert panels as part of the roll-out of the new system for the recruitment of civil affairs staff at the P-3 and P-4 levels

Survey of practices conducted on civil affairs support for conflict management

Mapping of lessons learned and emerging good practices with respect to child protection in peacekeeping missions

		Expansion of the online presence of the Department of Peacekeeping Operations with regard to women and peace and security
Provision of policy and technical guidance on gender mainstreaming in peacekeeping, HIV/AIDS, civil affairs and child protection	Yes	Gender training strategy for peacekeeping operations (April 2010) Gender guidelines for military peacekeepers (March 2010) Revision and dissemination of the Department of Peacekeeping Operations policy on gender equality in peacekeeping operations (July 2010) Jointly developed and disseminated, with the Office of Military Affairs and United Nations Action against Sexual Violence in Conflict, an analytical inventory of peacekeeping best practices in addressing conflict-related sexual violence (June 2010) Provision of technical support and coordination on gender-related issues such as sexual and gender-based violence, including with regard to background documents, talking points and questions and answers, to Department of Peacekeeping Operations/Department of Field Support officials for events related to women and peace and security, and provision of support to the Office of the Secretary-General for the implementation of the provisions of Security Council resolution 1888 (2009), on sexual violence against women and children in situations of armed conflict Policy and technical guidance provided to facilitate and support the revision and approval of the gender guidelines for mine action programmes (March 2010) Pilot skills training events were conducted in UNIFIL (June 2010) and UNMIS (March 2010) to support the development of a tailored skills training methodology for civil affairs components Scoping study conducted for UNMIS civil affairs on strategy development for post-referendum support for State authority in Southern Sudan Standard operating procedure on voluntary confidential counselling and testing for peacekeeping Translation into 9 United Nations and major troop-contributing country languages, dubbing and distribution of the Department of Peacekeeping Operations HIV DVD entitled "Hidden risk"

		Guidance on the child protection mandate of the Department of Peacekeeping Operations provided to intergovernmental processes and Member States through the Special Committee on Peacekeeping Operations and during the open debate of the Security Council on children and armed conflict; guidance on child protection and child rights training in United Nations peacekeeping provided to Member States (Italy, January 2010; Australia, February 2010)
		Provided technical support to Department of Peacekeeping Operations and Department of Field Support on key child protection issues and activities, including the implementation of action plans to end the recruitment and use of child soldiers and sexual violence and rape committed against children, in accordance with Security Council resolutions 1612 (2005) and 1882 (2009)
		Participation in global inter-agency processes related to child protection issues, including the United Nations Educational, Scientific and Cultural Organization global seminar "Protecting education from attack", the Child Protection Working Group and UNICEF global consultations on major risk management, to articulate the Departments' position and mandate implementation
		Conducted a support mission to MINUSTAH in the aftermath of the earthquake in January to support the development of a Mission-wide strategy on child protection (May 2010)
Operational support to Best Practices Officers and Gender and HIV/AIDS Units in field missions	Yes	Annual capacity-building and information-sharing workshops for focal points on HIV/AIDS (September 2009), child protection (April 2010), gender (May 2010), best practices (June 2010) and civil affairs (June 2010)
		Support provided to all field missions for the organization of the Global Open Day for Women and Peace, to facilitate dialogue between women's organizations and the leadership of the United Nations system on the implementation of Security Council resolution 1325 (2000) (June-July 2010)
		2 training support visits to UNAMID and UNMIS, as well as training support for gender military advisers in South African contingents to peacekeeping missions, South Africa (May 2010)
		Assisted UNOCI with the review of the draft national strategy on sexual and gender-based violence (January 2010)

		Conducted 2 Department of Peacekeeping Operations six-day training courses on voluntary counselling and testing, to enhance the knowledge and skill sets of 25 field mission support personnel (HIV officers, United Nations Volunteers and national programme officers) and mission focal points in Kathmandu (November 2009) and Nairobi (May 2009)
Conduct of evaluations of peacekeeping programmes and subprogrammes in field missions, Department of Peacekeeping Operations and Department of Field Support and support for self-evaluations	Yes	Developed an evaluation tool to assess the impact of the implementation of Security Council resolution 1325 (2000), on women and peace and security (June 2010) Revised policies on Headquarters self-evaluation and mission evaluation (1 August 2010) Assessments of HIV/AIDS Adviser roles in 3 field missions (MONUC, UNAMID and UNMIS) (April-May 2010) Conducted an evaluation, assessment and advocacy mission to UNAMID and UNMIS with the Special Representative of the Secretary-General for Children and Armed Conflict (November 2009)

B. Department of Field Support

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 briefings to the Advisory Committee on Administrative and Budgetary Questions, the General Assembly and other legislative bodies	20	Briefings were provided to the General Assembly and other bodies on peacekeeping issues. The higher output was due to the extensive interest on the part of the legislative bodies in the proposed global field support strategy
50 meetings with briefings to Member States and regional organizations	198	Under-Secretary-General held 134 meetings with briefings to individual Member States and regional organizations and the Assistant Secretary-General held 64 meetings. The higher output was a result of extensive interest on the part of Member States in the proposed global field support strategy

10 presentations on peacekeeping issues at conferences, seminars and other public forums	8	The Under-Secretary-General participated in 4 seminars and conferences related to peacekeeping operations (New Horizon seminar, Brazil; conference on women in Latin America, Brazil; seminar for special representatives of the Secretary-General, Switzerland; and conference on Somalia). The Assistant Secretary-General participated in 4 seminars and conferences related to peacekeeping operations (G8++ global peacekeeping operations capacity-building clearing house, Cairo; conference on robust peacekeeping, United Kingdom; National Defense University conference on peacekeeping, United States; and retreat for deputy special representatives/resident coordinators/humanitarian coordinators, Switzerland
10 interviews with and briefings to the media	50	Media interviews organized during the reporting period on, inter alia, issues related to the protection of civilians in the Democratic Republic of the Congo, the Sudan and Somalia; police training in Haiti and Liberia; the strengthening of the prison systems in Liberia; conduct and discipline cases and safety and security in missions; and elections in the Sudan and Afghanistan. The higher output was due to ongoing proactive media relations and the need to respond to high-profile news stories in mission areas during the reporting period, in particular the earthquake in Haiti. In addition, more than 150 interviews and background briefings were given by the Department of Peacekeeping Operations and the Department of Field Support following the earthquake in Haiti
12 visits to major financial contributors, key troop- and police-contributing countries and other Member States	12	Under-Secretary-General made 8 visits to countries contributing financial assistance, troops and police and other Member States (Argentina; Brazil; Italy; Russian Federation; Spain; Turkey; Uganda; and Cyprus (regional meeting)). Assistant Secretary-General made 4 visits (China (twice); the United States of America; and India)
The expedited clearance (within 45 days) of SMART graduates for movement to higher level/selection for Chief of Integrated Support Services/Chief of Administrative Services/Director of Mission Support/Chief of Mission Support positions	No	7 SMART participants either were promoted or received delegations of authority. Qualitative feedback from participants suggested that the link between SMART and promotion is not direct, as a result of existing recruitment procedures for clearance and promotion. In 4 cases the promotion of SMART graduates was a direct result of their participation in the programme. It would be difficult to gauge technical clearance in terms of the SMART course, as most clearances are effected by supervisors on the basis of competencies

10 briefings to stakeholders, including Member States, non-governmental organizations and senior Headquarters and mission leadership, on the implementation of the comprehensive strategy to eliminate future sexual exploitation and abuse in United Nations peacekeeping operations and other types of misconduct, and other related specific policies, such as the victim assistance comprehensive strategy and minimum standards for welfare and recreation	18	Brazil, Canada (2), Costa Rica, Denmark, Department of Political Affairs, the European Union, France, Force Commanders (MONUC, UNIFIL, and UNMIL), Guatemala, India (2), Norway and the United Kingdom (3)
Co-organization of two meetings of the Executive Committee for Humanitarian Affairs-Executive Committee on Peace and Security Task Force on Protection from Sexual Exploitation and Abuse	7	1 meeting at the level of principals (September 2009) and 6 working-level meetings

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Records of completed and pending investigations into allegations of misconduct verified for clearance of a daily average of 5 to 10 selected candidates for assignments to peacekeeping missions	10	Memos referring to an average of 10 candidates selected for assignment to field missions are sent daily for verification of prior records of misconduct involving those candidates, if any
Participation in conferences and seminars related to peacekeeping operations	Yes	In addition to the Under-Secretary-General and the Assistant Secretary-General, staff participated in seminars and conferences, including the International Peace Institute seminar on the theme "New Horizons" and the Center on International Cooperation seminar on the global field support strategy

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 visits to peacekeeping operations to consult with mission leadership and assess the effectiveness and coherence of support for the field	12	7 visits by the Under-Secretary-General to peacekeeping operations to consult with mission leadership and to assess effectiveness and coherence of support to the field (MINUSTAH, MONUC, UNFICYP, UNLB, UNMIS (2), and conference on Somalia) and 3 visits by the Assistant Secretary-General (MINUSTAH, MONUC and the logistics hub in Entebbe)

A centralized database of suitably qualified and diversified persons for leadership positions	Yes	A centralized database of potential candidates for high-level posts has been established and is continually evolving. Efforts continue to focus on supporting organizational objectives related to gender and geography
Monthly and quarterly internal reports which monitor and forecast leadership requirements and vacancies in the field for the recruitment of senior leadership posts	Yes	12 monthly and 4 quarterly internal reports on leadership data produced. 12 monthly lists of contract expiration dates circulated for improved succession planning and vacancy management by lead departments. Regular updating of mission leadership profiles (staff at the D-1 level and above) maintained; weekly follow-up tables for senior management prepared. Quarterly regional mission leadership planning meetings held. Designed innovative leadership map in support of the Secretary-General's newly established senior-level troubleshooting mechanism (core group). Facilitated the recruitment, selection and/or appointment process for 53 field appointments at the D-2 level and above. Assisted in the temporary deployment of more than 8 ad interim appointments to fill critical mission leadership gaps
Targeted outreach and partnerships with Member States, professional, governmental and non-governmental organizations and United Nations agencies, funds and programmes, with a view to expanding the candidate pool to better meet key objectives, including gender and geographical distribution	Yes	Outreach and partnership efforts were further intensified within newly developed strategic frameworks, comprising key initiatives on leadership. Prepared internal mapping and analysis of key partners and expanded Member State contacts, including through participation in Department of Peacekeeping Operations senior mission leadership courses. Strengthened liaison and engagement with agencies, funds and programmes through enhanced collaboration with the United Nations Development Operations Coordination Office and the United Nations Development Group; formalized membership on the inter-agency advisory panel and participated in leadership activities such as the Women's Leadership development programme for female resident coordinators (held in Amman in June 2010) meetings with permanent mission and Government representatives; facilitated ongoing networking with academic, civil society and other international/regional institutions actively engaged in the leadership agenda
48 consolidated responses prepared on the reports of United Nations oversight bodies (the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit)	45	Consolidated responses prepared on the reports of United Nations oversight bodies (the Office of Internal Oversight Services, the Board of Auditors and the Joint Inspection Unit)

1,090 recommendations of the oversight bodies tracked and reported on through 76 follow-up requests issued to offices of the Department of Peacekeeping Operations/the Department of Field Support and field mission	1,248	Recommendations of the oversight bodies tracked and reported on through 75 follow-up requests issued to offices of the Department of Peacekeeping Operations/ the Department of Field Support and field missions
13 consolidated reports prepared on the status of implementation of recommendations of the oversight bodies	14	Consolidated reports prepared on the status of implementation of recommendations of the oversight bodies
1 matrix produced, based on review of 109 reports, providing strategic guidance for the conduct of self-assessment reviews of internal control frameworks of 24 missions	1	Matrix
	105	Reports
	23	Field missions
		Taking into consideration the "going concern" concept, MINURCAT was omitted from the review, since it is in the process of liquidation
Operational review of the internal control system in 3 missions	5	Peacekeeping missions had operational reviews conducted of the internal control system (MONUC, UNAMID, UNDOF, UNIFIL and UNMIS) between May and June 2010
1 workshop for 24 audit focal points with a view to improving the quality of responses to oversight bodies and increasing closure of recommendations	1	Workshop held in Entebbe (March 2010)
	21	Audit focal points
Substantive guidance to the field missions on Board of Inquiry-related matters		Substantive guidance to field missions on Board of Inquiry-related matters has been provided online throughout the reporting period. 69 e-mails containing such advice have been dispatched. Board of Inquiry-related mission support visits were carried out to MONUC (September 2009) and MINUSTAH (June 2010)
Review of all Board of Inquiry cases received at Headquarters for quality assurance and a follow-up on the implementation of Board recommendations at the Headquarters level	204	Board of Inquiry Headquarters case files were reviewed at Headquarters during the reporting period. The implementation by field missions of 170 recommendations contained in those reports has been monitored. 25 recommendations pertaining to Headquarters have been followed up with various structures of the Secretariat
1 annual Board of Inquiry workshop at UNLB, comprising Board of Inquiry focal points from the field missions	No	The annual Board of Inquiry workshop has been postponed until, tentatively, the fourth quarter of 2010, owing to delays in the coordination of the revised standard operating procedure on the Board of Inquiry

Delegation of authority for procurement to all directors of mission support, chiefs of mission support and chief procurement officers	Yes	69 delegations of procurement authority were issued to duly authorized officials in the field for a total of over 150 active delegations of procurement authority
Amendment proposals to the procurement manual reflecting field needs through the conduct of not less than three regional Department of Field Support procurement manual working groups with Chief Procurement Officers	No	The regional Department of Field Support procurement manual working groups with Chief Procurement Officers were not conducted, owing to the fact that new initiatives were introduced during the period, including the implementation by the Procurement Division of an online facility to permit procurement staff to comment and make recommendations directly on the procurement manual. Furthermore, the Department of Field Support is requesting the Department of Management to provide it with sufficient time to review and comment on any proposed revisions to the manual. This will allow for further consultation with the field in order to draft formal recommendations and responses with regard to proposed amendments. In addition, the Department of Field Support has created an online "procurement — field network" community of practice. This will allow the Department to solicit feedback regarding proposed amendments, and to identify those high risk/complex issues that may require the issuance of standard operating procedures
Attendance and representation of field procurement, as part of the Secretariat team, at High-level Committee on Management-Procurement Network meetings	Yes	The Department was represented at each of the biannual High-level Committee on Management-Procurement Network meetings as part of the Secretariat delegation. The Department is now working with the Network to include issues relating to the delegation of procurement authority in the field for consideration by the Network
Guidance to 16 peacekeeping operations on the assessment of risks and the implementation of risk-mitigation measures, including through the development and dissemination of policies and procedures to address risk issues	No	Owing to delays in recruitment, the risk management capability was not fully on board until May 2010 While there was no dedicated risk capacity and therefore no specific guidance, risk-mitigation measures or analysis of risk, risk mitigation was taken into account when preparing the global field support strategy
Risk assessment and risk-mitigation measures in 4 peacekeeping operations	No	Owing to delays in recruitment, the risk management capability was not fully on board in the Office of the Under-Secretary-General until May 2009
Guidance and oversight for 16 conduct and discipline teams on measures to prevent misconduct, monitoring the application of United Nations standards of conduct, handling of and follow-up to allegations and disciplinary policies and measures for all categories of personnel	Yes	14 conduct and discipline teams, covering 15 peacekeeping missions and UNLB Provided, on a regular basis, general and technical support and guidance to conduct and discipline teams on the applicability of rules, regulations and standards of conduct for various categories of peacekeeping

		personnel. Provided interpretation of the application of those standards and technical advice and guidance on addressing or handling allegations of misconduct through various stages of the disciplinary process
Technical advice and updates on conduct and discipline issues and identification of best practices provided to personnel in conduct and discipline teams through 3 visits to peacekeeping operations	3	Visits: UNAMID (March 2010), UNMIS and UNMIT (June 2010)
Biannual reports to senior management of the Department of Peacekeeping Operations and the Department of Field Support on misconduct issues, including statistical data and analysis of trends in occurrences of misconduct in peacekeeping missions	Yes	Quarterly reports are now provided to senior management, including updates of statistical data on the Conduct and Discipline Unit website since November 2009
An estimated 400 investigation reports substantiating misconduct allegations, as received from the Office of Internal Oversight Services and other investigation entities in peacekeeping operations or special political missions, processed and forwarded for disciplinary action by relevant internal or external authorities (United Nations management and Member States)	398	Investigation reports were processed and forwarded for disciplinary action by relevant internal or external authorities, including 243 reports to the Office of Human Resources Management, 16 to the United Nations Volunteers programme manager, 7 to the Office of Legal Affairs and 132 to Member States
Follow-up action on an estimated 400 category I allegations and an estimated 700 category II allegations per year, to be investigated by the Office of Internal Oversight Services or by field mission resources, including Board of Inquiry cases involving misconduct, in 21 peacekeeping operations or special political missions and UNLB	Yes	Approximately 292 category I allegations and 862 category II allegations were referred for investigation by the Office of Internal Oversight Services or field mission resources during the reporting period. These allegations concerned 18 peacekeeping or special political missions, out of the 19 missions covered by conduct and discipline resources
Update and distribution of training manuals and reference material on misconduct and related issues to all conduct and discipline teams	Yes	Core predeployment materials were updated and piloted in Ghana in October 2009. Core induction training materials were developed and tested in a training-of-trainers workshop in Brindisi, Italy, in November 2009. Material for both training programmes is now available for use

(b) Field Budget and Finance Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to make possible fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Processing of contingent-owned equipment, letters of assist and death and disability claims (from receipt of mission-certified claims to their approval by the Department) for 18 field operations		The following claims were processed during the reporting period:
	1,972	Contingent-owned equipment claims processed
	139	Death and disability claims
	255	Letters of assist
Advice to 18 field operations and permanent missions of troop- and police-contributing countries on contingent-owned equipment and death and disability matters	Yes	Briefings and responses to queries were provided to contingent-owned equipment inspectors in field missions on memorandum of understanding amendments and related verification reports as applicable for all field operations. The Division answered queries on a daily basis from military advisers from the permanent missions regarding their respective memorandums of understanding and the contingent-owned equipment policies and procedures contained in the contingent-owned equipment manual
Circulation of compiled national cost data for the 2011 Contingent-Owned Equipment Working Group to all Member States	No	National cost data had been submitted by only 14 countries by the original deadline of 31 May 2010. As a result, consolidated national cost data could not be circulated to Member States as planned. The deadline for submission of cost data was extended to 31 August 2010
Negotiations for 10 memorandums of understanding for MINURCAT and 5 memorandums of understanding for other missions	57	Negotiations completed/ongoing
		MINUSTAH: negotiations for 19 memorandums of understanding relating to new units as a result of the relief effort in response to the earthquake of January 2010
		UNIFIL: 5 memorandums of understanding negotiated as a result of unplanned withdrawal/repatriation of some units which needed to be replaced by other troop-contributing countries
		UNMIS: 1 memorandum of understanding negotiated as a result of the restructuring of the Mission
		MONUC: 4 new memorandums of understanding negotiated as a result of the restructuring of the Mission and recommendations of Contingent-owned Equipment Mission Management Review Board

		UNAMID: 10 units initially scheduled for memorandum of understanding negotiations in 2008/09 were negotiated in 2009/10 owing to a backlog in Port Sudan and a change in the deployment schedule MINURCAT: 18 new memorandums of understanding; the unplanned repatriation of units had created the need to negotiate additional memorandums of understanding with troop-contributing countries for replacement deployments
12 contingent-owned equipment briefings to permanent missions/delegations of Member States	23	Briefings were conducted for permanent missions and delegations of Member States during the reporting period. The increased output was due to the demand for briefings on the part of Member States
15 predeployment briefings on contingent-owned equipment and memorandums of understanding for troop-contributing countries	22	Predeployment briefings Increased output was due to unforeseen circumstances in field operations, including delays in the planned 2008/09 deployment of troops in UNAMID and the deployment of new units following operational changes in missions such as MINUSTAH, MONUC and UNOCI
3 regional briefings to major troop-contributing countries on contingent-owned equipment policies and procedures	2	Briefings given, to West African troop-contributing countries, sponsored by the International Organization of la Francophonie, Yaoundé, November 2009; and to Economic Community of West African States, Abuja, October 2009 Only 2 briefings were requested during the reporting period
A web-based system to allow troop-contributing countries access to Government claims information	No	Implementation was delayed owing to the lack of the required claims module. Implementation will be completed by the fourth quarter of the 2010/11 fiscal period
1 presentation to Member States/troop-contributing countries on financial and budgetary matters	No	No requests were received from Member States during the reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Advice to 33 field operations, including peacekeeping operations, special political missions and UNLB on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based budgeting and recommendations of legislative bodies	32	Field operations (the number of operations supported by the Field Budget and Finance Division was revised to 32 following the liquidation of UNOMIG in 2009)

Presentation and provision of background information on operational finance policies, procedures and practices to advisory and legislative bodies (ACABQ and the General Assembly) in the context of 33 field operations, including peacekeeping operations, special political missions and UNLB and cross-cutting issues	Yes	The Division provided oral responses and additional written information in support of the legislative review for 32 field operations and on cross-cutting issues
12 field operations assistance visits by Abacus teams to provide on-site support to the mission budget development process	5	Visits to MINURCAT, MINUSTAH, MONUC, UNMIL and UNMIS During the period, Abacus visits targeted only select and transitioning operations. This decision stemmed from the growing reliance of missions on Abacus visits, especially during the budget submission period, and attests to the Division's commitment to empower and strengthen capacity in field operations
Financial management of 8 liquidating field operations (MONUA, UNAMSIL, ONUB, UNOTIL, UNIIIC, UNMIN, UNIOSIL and UNMEE), including the preparation and submission to the Accounts Division of monthly field financial statements, reconciling outstanding general ledger balances in field accounts and follow-up on recommendations of the Headquarters Property Survey Board	8	Liquidating missions (MONUA, ONUB, UNAMSIL UNIIIC, UNIOSIL, UNMEE, UNOMIG and UNOTIL) UNMIN was not liquidated as had been proposed
2 results-based budgeting support visits to field operations to provide advice on frameworks for the budget and performance reports	1	Results-based budgeting training and support visit to MINUSTAH Lower output due to reprioritization of operational and strategic activities. 5 results-based-budgeting workshops were conducted at Headquarters, with over 100 participants from departments and offices at Headquarters
Provision of information technology support, including help desk, technical maintenance and functional guidance, to 44 field operations (including missions, tribunals and courts) on Sun/Progen field financial systems	40	Field operations

Negotiation and signing of 17 exchanges of letters between the Department of Field Support and the United Nations Volunteers Programme in Bonn to outline the framework of the services of the United Nations Volunteers deployed to peacekeeping operations and special political missions	21	13 exchanges of letters, including 2 amendments, were signed for 11 peacekeeping missions for 2009/10; 8 exchanges of letters, including 2 amendments, were signed for 6 special political missions. The 4 additional amendments to the exchanges of letters were due to extension of mandate, extension of hazard pay rates and deployment of additional United Nations Volunteers
Regional visits to 5 peacekeeping missions by senior management to provide strategic advice on budget and financial issues	4	Visits by the Officer-in-Charge (second review)
Training courses on enterprise budgeting application for peacekeeping mission budget officers	No	The implementation of the enterprise budgeting application has been discontinued in anticipation of the upcoming implementation of the enterprise resource planning system

(c) Field Personnel Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Re-engineered and streamlined recruitment process in the context of the talent management framework	Yes	The recruitment process for staffing field missions has been re-engineered to provide for pre-cleared, pre-vetted rosters of candidates who have been endorsed by a field central review body and who are ready for immediate selection by field missions Expert panels were held for 20 of the 24 occupational groups and yielded a roster of some 2,515 candidates whose candidacies have been endorsed by the field central review bodies

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Briefings to Member States on administrative and personnel issues relating to staffing of field missions	Yes	Briefings to the Advisory Committee on Administrative and Budgetary Questions, the Fifth Committee and the Special Committee on Peacekeeping Operations

Direct support (including recruitment, travel and administration of contracts, salaries, allowances, benefit claims and entitlements) to approximately 7,000 international staff in 16 peacekeeping missions, 16 political missions and UNLB	7,017	International staff as of 30 June 2010 to whom direct personnel support was provided. The total number of staff recruited and administered was 7,695
	36	Field operations
	38,266	Personnel actions were processed during the reporting period (18,407 were processed at Headquarters and 19,859 in the field)
Human resources policy guidance provided to approximately 7,000 international staff and 19,000 national staff serving in field operations through the human resources sections in the field	7,017	International staff
	15,955	Locally recruited staff
		Lower output due to an approximation made for the planned outputs based on an authorized strength of 20,107 local positions. The actual number of local staff on board was less 16,985 on 30 June 2010
	1,030	National Professional Officers
	2,500	United Nations Volunteers
Human resources reforms relating to contractual arrangements and conditions of service in the field as approved by the General Assembly in its resolution 63/250, implemented in coordination with the Office of Human Resources Management	Yes	New contractual arrangements and conditions of staff in non-family duty stations implemented effective July 2009. 3,620 internationally recruited mission staff reappointed from 300-series appointments of limited duration to fixed-term appointments under the new staff rules promulgated provisionally effective July 2009
Strengthened outreach programmes such as career and job fairs, targeted advertising in dedicated websites and professional publications and recruitment missions, to underrepresented countries in line with strategic workforce planning and analysis of data on internal and external candidates	Yes	"Women in aviation" job fair, February 2010, Orlando, United States: more than 300 potential applicants showed an interest in employment within peacekeeping operations. 15 women (from Africa, Eastern Europe and Latin and North America) were found highly suitable in the areas of air operations, air safety, movement control and technical compliance. One met initial requirements for the D-1 level
		"International supply management" job fair, April 2010, San Diego, United States: more than 100 potential applicants showed an interest in employment within peacekeeping operations. 20 were found to meet the initial requirements in the areas of contract management, supply, procurement and logistics. Of these, 4 were women
		Outreach activities were undertaken in underrepresented countries, including Germany (April 2010), where meetings were held with approximately 50 potential candidates with expertise in the areas of logistics, procurement and engineering. Of these 50, approximately 10 applied for placement on the rosters.

		In relation to troop- and police-contributing countries, targeted outreach activities were undertaken in Egypt (November 2009) and Israel (December 2009, at the invitation of the Permanent Mission of Israel to the United Nations). Both visits reached out to 500 potential applicants across all substantive and some support areas of peacekeeping. Interested candidates were encouraged to apply for vacant posts through Galaxy During the reporting period, the number of non-governmental organization, university alumni and other professional associations to which outreach information is disseminated has grown to over 300 entities
Rosters in 22 occupational groups relevant to peacekeeping operations	23	There are 23 occupational groups (not including electoral) for which there are 516 rosters by functional title and grade level, per occupational group Of those 516 rosters, 301 have been processed by field central review bodies (i.e., occupational groups based on functional titles and grade level) and 215 have still not been filled through a field central review body/expert panel process
Online career support for staff members in the field and through e-mail and delivery of direct career support training and consultation to 1,000 international staff members in 4 field missions (UNMIS, UNAMID, UNOCI and UNMIL)	Yes	Support was prioritized to peacekeeping missions that were drawing down/downsizing (MINURCAT and UNOMIG), as well as to MINUSTAH, instead of to the four missions initially identified
Phased implementation of a career development strategy, comprising online career-path models for selected occupational groups, to better meet the evolving needs of field operations	Yes	Developing career-path models for support functions in field missions is an ongoing activity which is part of the talent management framework being designed together with the Office of Human Resources Management
Succession planning and mechanism to ensure timely provision of shortlists to missions of high-quality candidates for Chief of Mission Support, Chief of Integrated Support Services/Chief of Technical Services, Chief Administrative Officer and Director of Mission Support positions	Yes	The Succession Planning Panel selection process was reformed shortly after the establishment of the field central review bodies. The new selection process for the senior levels of mission administration now follows the same process as that which the occupational group managers handle. All such posts (Chief of Mission Support, Chief of Integrated Support Services/Chief of Technical Services, Chief Administrative Officer and Director of Mission Support) have been filled through this approach since January 2010

		As of July 2010, all candidates on the field central review body roster had been selected for vacant positions of Chief of Mission Support, Chief of Administrative Services and Chief of Integrated Support Services. In order to replenish the rosters, generic vacancy announcements for Chief of Mission Support, P-5/D-1, and Chief of Administrative Services, P-5/D-1, were posted
Chief Civilian Personnel Officer conference and the United Nations inter-agency career development round table	Yes	The annual conference of chiefs of human resources was held in April and May 2010 in Thailand. The conference focused on building strategic partnerships between programme managers and clients, introduced the new accountability and monitoring framework for human resources professionals and the implementation of the talent management system and the enterprise resource planning system (Umoja). A total of 63 participants attended the conference (22 chief civilian personnel officers from field missions and 1 officer from Headquarters). Participated in the United Nations inter-agency career development round table, which was held in Vienna in December 2009
Human resources action plans in all field operations, based on lessons learned from the pilot implementation of such action plans in 5 peacekeeping missions (UNAMA, UNMIT, UNMIL, MINUSTAH and UNMIS)	Yes	Human resources action plans have been implemented in all missions, with substantive and technical support provided. Reports on performance during the last cycle were submitted to the Management Performance Board (in March and September 2010)
Oversight and evaluation of the performance of human resources management functions in the field in 6 field operations (UNAMID, MINURCAT, UNAMI, UNSCO, UNFICYP and UNLB) through participation in Office of Human Resources Management monitoring visits	No	No Office of Human Resources Management monitoring visits were conducted during the budget cycle owing to a reconfiguration of the organizational monitoring concept and their embedding in the monitoring of the human resources management scorecard, which will be implemented in 2011
Business process improvement implementation mechanism using a Lean Six Sigma approach	Yes	In cooperation with the Office of Human Resources Management, a business process improvement project was conducted to streamline the designation process The designation project (for project completion/certification purposes) was conducted from July 2009 to May 2010 (implementation is ongoing) Reviewed the processes of the Reference Checking Unit as part of the Lean Six Sigma project at UNLB (July 2009)

Comprehensive e-learning programme in human resources management for field operations to qualify and certify newly and currently serving human resources personnel to mitigate financial and managerial risks associated with the performance of human resources management functions	No	Development of United Nations-specific human resources management courses is under way, with a pilot to begin in January 2011. The procurement process was completed and the contract signed with the vendor in October 2010. Generic courses for mission and Field Personnel Division participants began in October 2010. The vendor will also carry out hosting and enrolment services for 3 one-year periods for human resources staff in the field
Process reviews to determine how the evaluation criteria are applied to an estimated 6,900 candidates to be placed on the roster required to fill an estimated 2,300 vacant posts for 2009/10	2,515	The Field Central Review Board Unit facilitated 996 process reviews, involving 694 vacancy announcements, which resulted in 2,515 candidates being placed on the roster for selection by missions
		Process reviews were conducted "virtually" by 102 members dispatched to 22 missions, and "face to face" during 3 in situ sessions (1 in Brindisi, Italy, and 2 in Entebbe)
	20	Expert panels convened at Brindisi (10) and Entebbe (10) to conduct batch interviews for the occupational groups as part of the implementation of the talent management framework
Framework for the classification of national posts further developed and implemented	1,031	Classifications have been conducted for national posts in MINURCAT (598), MINURSO (167), UNDOF (15) and UNIFIL (251)
Provision of advice on the staffing structure as well as categories, levels and functional titles of posts based on ICSC standards, established policies and standard practice, as appropriate through 12 Abacus team visits	2	Abacus team visits to MINUSTAH. Lower output due to the reduced Abacus programme of the Field Budget and Finance Division
2 visits to UNLB to brief, monitor and guide the expert panels and field central review bodies and to oversee the Reference Checking Unit	2	Visits to UNLB were undertaken to monitor the Reference Checking Unit; to provide briefings on the expert panel process (July 2009); and to streamline the process of the Unit as part of the Lean Six Sigma project (September 2009)
Attendance at the annual meeting of the Staff Management Coordination Committee to participate in staff management consultations on human resources policies affecting staff in field missions	Yes	The Field Personnel Division participated in the thirty-first session of the Staff-Management Coordination Committee (Beirut, June 2010)

(d) Logistics Support Division

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Formulation of recommendations and provision of regular advice to senior management of the Department of Field Support and the Department of Peacekeeping Operations on logistics support issues affecting troop- and police-contributing Member States	Yes	Regular briefings and provision of analysis reports to Field Budget and Finance Division, Logistic Support Division, Force Generation Service and Police Division on troop- and police-contributing country performance and compliance with memorandums of understanding Contribution of policy advice and recommendations to capability development working group, to Police Division concerning UNMIT policy on painting vehicles; and to Military Planning Service concerning military capability study/UNAMID
Conduct of logistics assessment and review visits in peacekeeping missions in connection with mission performance, ongoing and future logistics-related needs	8	Field logistics assessment and mission planning visits were carried out to MINURCAT (evaluation of services offered by a contractor; technical assessment mission on evaluation of logistics support requirements and existing/future structures); UNIFIL (review of the Maritime Task Force and Force requirements); MONUC (inter-agency meeting; evaluation of integrated cooperation; assessment and plan development for support to elections); MINUSTAH (budget support visit); UNOCI (support to elections)
Development of a Geospatial Information Service database, including geospatial data, satellite imagery and scanned maps, and information on delineation of boundaries in conflict areas	Yes	The United Nations map project involves the development of global digital maps (geo-database) in 1:1 million scale for timely response to operational requirements. During the reporting period, 40 per cent of the geo-database was completed. The project will be completed by June 2012 International Boundary Information System project: during the reporting period, 30 per cent of the development was completed, including system design and installation, as well as geo-data analysis and geo-database construction over critical disputed boundaries. The project will be completed by June 2012 United Nations Earth system (Google Earth enterprise system for specific United Nations use) to provide geo-visualization of mission areas of operations. During the reporting period, 50 per cent of the project was completed. It will be completed by June 2011 United Nations world map and Africa reference map developed

Establishment of partnership agreements with the European Union Satellite Centre and the United States National Geospatial-Intelligence Agency for the co-production and sharing of geospatial data	Yes	Strategic partnership with European Union Satellite Centre, resulting in the provision of rapid mapping service, damage assessment maps, geographic information system (GIS) analysis and geospatial data to MINUSTAH for earthquake relief operations in Haiti and to the Government of Chile and United Nations agencies in response to the earthquake in Chile Partnership with the Global Monitoring for Environment and Security project G-MOSAIC (Management of Operations, Situation Awareness and Intelligence for Regional Crisis), a European Union initiative to provide geo-intelligence data, resulting in the provision of rapid mapping services, damage assessment maps and GIS analysis to MINUSTAH for earthquake relief operations in Haiti, to the Government of Chile and United Nations agencies in response to the earthquake in Chile, and to the field (MINURCAT, MONUC, UNIFIL, support for AMISOM) Collaboration with the United States National Geospatial-Intelligence Agency, resulting in the provision of GIS analysis and geospatial data to MINUSTAH for earthquake relief operations in Haiti
Identification of policies that need to be developed and revisions to current policies and procedures in connection with the deployment of troops and equipment	Yes	Participation in the internal Department of Peacekeeping Operations/Department of Field Support working group (March 2010) to identify new policies and changes to policies and preparation of subsequent issue papers for consideration by the contingent-owned equipment working group (January 2011) Revision of liquidation manual and the policies on integrated support services and on the joint logistics operations centre. Guidelines for troop- and police-contributing countries were finalized in 2009/10, in coordination with the Force Generation Service/Office of Military Affairs An interdepartmental working group (Department of Management and Department of Field Support) on letters of assist was set up in June 2010. The group convened a number of meetings and produced revised procedures that will be included in a draft standard operating procedure by end December 2010 Issued papers on fire safety, waste management and environmental compliance, as well as medical support topics, including requirements for additional medical capability modules for the enhancement of medical facilities, medical waste disposal, ultrasound machines for level II hospitals and computerized tomography scanners for level III hospitals Issued the workshop safety manual

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Development of an initial support plan and material resource plan for new peacekeeping missions in consultation with integrated operating teams	Yes	No new missions were established during the reporting period. However, in response to changing mandates and circumstances, support and material resource plans were developed at Headquarters for MINUSTAH (after the earthquake in January 2010); for UNMIS referendums, and for the expansion of support for AMISOM with additional troops
Review of the strategic deployment stock composition for 2009/10 based on peacekeeping mission requirements, lessons learned and technological changes	Yes	A thorough review of the strategic deployment stock composition was carried by all the technical sections of the Department of Field Support and completed in August 2009 in accordance with the February 2007 policy directive. The composition review was finalized taking into account lessons learned, the requirements of missions and advances in the technological market
Provision of United Nations medical guidelines to field missions and troop- and police-contributing Member States to assist troop- and formed police-contributing countries in the provision of medical facilities and services in accordance with United Nations standards at the time of deployment	Yes	The draft revised medical support manual is being reviewed by the medical community of practice and will be issued by June 2011. Relevant portions of the draft are made available to stakeholders at Headquarters and in the field, as required, to provide guidance pending consolidation and issuance of the draft. The Logistic Support Division maintains a medical support portal/forum, which contains critical information, such as standard operating procedures and guidelines, and is accessible to medical personnel at Headquarters and in the field
Provision of medical support briefings to troop- and police-contributing Member States	Yes	Stand-alone briefings provided to representative of 6 troop-contributing countries: Burkina Faso, Malaysia, Mongolia, the Philippines, Serbia and Slovakia Briefing in conjunction with Force Generation Service during negotiations on memorandums of understanding: Argentina, Nigeria, the Russian Federation and Sri Lanka Presentations at workshops and conferences: presentations at 3 workshops under the United States of America Department of Defence Medical Strategic Leadership Programme held in New York and at the first European Congress on Military Medicine, organized by the International Committee on Military Medicine and held in Kaliningrad, Russian Federation

Assessments on availability of standard medical care for peacekeepers and review of medical facilities deployed in accordance with United Nations guidelines prior to the establishment of United Nations-owned and troop- and police-contributing Member States' facilities in peacekeeping missions	Yes	Undertook 3 predeployment visits for medical services, to Ethiopia, Nepal and Nigeria, to ascertain the functional status and degree of completeness of the table of equipment for the medical facilities deployed in the field, aimed at enforcing United Nations standards regarding medical facilities deployed in the field in line with the provisions of available guidelines (contingent-owned equipment and medical support manuals)
		Undertook assessment visits to 4 field missions (MINURCAT, UNMIL, UNOCI and support for AMISOM) to assess the functional status of medical support and to request troop-contributing countries to fill the gaps, where necessary
		Undertook assessment visits to 4 level-IV medical facilities: International Medical Centre, Cairo; military hospital, Hughadar, Egypt; the hospital for burns, Cairo; and the 37 Military Hospital, Accra
Oversight of the design of living and working facilities in field missions and review of the accommodations required in field missions through mission review visits	4	Assessment visits
		The working facilities in Entebbe were assessed and advice provided on the building of prefabs/hangars and rub halls
		Visits to MINURCAT (3) to review accommodation facility design and provide guidance on drawdown and asset disposal planning and support regarding the requirement analysis and characteristics to be included in the specifications/statement of work. Guidance was provided in connection with the preparation of various requests for proposals for the construction of police camps, the Police Academy, the apron project, the water distribution project and water-well drilling
Oversight of the Strategic Air Operations Centre's contribution to the global and regional tasking concept	Yes	All strategic air operations for Mission aircraft on long-term charter were planned, monitored and tracked by the Strategic Air Operations Centre, which, until 30 June 2010, reported administratively to UNLB and operationally and technically to Headquarters. The Centre undertook cost-benefit analyses and made aircraft selections, with a view to reducing regional aviation operating costs and optimizing fleet utilization
	600	Flights centrally tracked, monitored and controlled
	58	Movements
		Provided timely, efficient and effective air terminal support for United Nations aviation activities at Brindisi Airport

Identification of airfield infrastructure critical to peacekeeping operations which require an upgrade to local and international aviation standards	Yes	In cooperation with ICAO under the signed management service agreement, requirements for rehabilitation and construction projects affecting air terminals, runways, tarmac, etcetera, were identified at MINURCAT, UNAMID and UNMIS. An additional assessment was undertaken in MINUSTAH following the earthquake
Establishment of systems contracts for all types of equipment, inter-agency agreements and other systems contracts to provide specific responsive long-term support to major airfield infrastructure projects	15	System contracts Most system contracts were due for renewal during the reporting period. The renewal process was undertaken in collaboration with the Procurement Division. The remaining 14 contracts are in the final stages of procurement and will be implemented by June 2011
Provision of guidance and recommendations on the development of and improvements to aviation infrastructure servicing field missions in accordance with ICAO standards	Yes	A management service agreement between the United Nations and ICAO was signed and implemented. Agreements were reached with MINURCAT, UNMIS and UNAMID for the provision of technical expertise in rehabilitation and construction projects for airfield and air terminal improvement. Missions were provided with technical support services and expert guidance on rehabilitation and construction projects for airfield and air terminal improvement. Among those services were a techno-feasibility study and the preparation of a comprehensive aerodrome development master plan and a civil aviation development master plan

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Conduct of aviation safety assessment visits to peacekeeping missions to provide on-site guidance and technical assistance in their compliance with aviation safety standards, including accident prevention, risk analysis and accident investigation	8	Aviation safety assessment visits (MINURCAT, MINURSO, MONUC, UNAMID, UNMIL, UNMIS, UNMIT and UNOCI)
Review of peacekeeping mission support resource requirements and provision of advice and guidance on their formulation	Yes	Reviewed the budget proposals of all peacekeeping missions for support resource requirement in coordination with the Field Budget and Finance Division. Comments, advice and guidance were provided when variations between the strategic guidance and the mission view of the resource requirements were identified

Provision of tools, procedures and information-sharing forums for peacekeeping field missions to enhance the capability of missions to meet their requirements for equipment, commodities and services	Yes	The road map application was piloted in 5 peacekeeping missions (MONUC, UNIFIL, UNMIL, UNMIS and UNOCI) and will be ready to launch to all missions by end of 2010 Developed new electronic reports to assist missions in identifying contingent performance and compliance with memorandums of understanding to assist in determining appropriate levels of equipment and self-sustainment capabilities and to help with data maintenance and administrative tasks related to contingent-owned equipment Contributed to initial steps in development by the Office of Information and Communications Technology of the new customer relationship management solution for contingent-owned equipment under the troop contributions management project Maintained and enhanced contingent-owned equipment reference library, web page and the Lotus Notes databases, including completion of updates following the 2008 contingent-owned equipment working group Developed, in consultation with UNLB, field missions and the Information and Communications Technology Division, the standard operating procedure for the monitoring of key performance indicators for property management to ensure the uniform and consistent monitoring of the departmental key performance indicators Maintained and enhanced the contingent-owned equipment and personnel management and support services community of practice, which provides access to a shared library of documents and web links useful for United Nations-owned equipment and contingent-owned equipment property management staff Redesigned the property threshold database as a web-based application that categorizes property to guide missions in tracking equipment as "non-expendable", "expendable" and "special items"
Conduct of analysis and reviews of rations and fuel utilization, and monitoring of contract compliance	Yes	The fuel management system was implemented in 2009/10 as a pilot in UNIFIL. The rations management system has not yet been procured, and is under solicitation. However, contract performance is monitored on a monthly basis through the analysis of rations reports and follow-up on issues and solutions with the relevant mission. The following major issues were identified and rectified in the reporting period:

		Wide variations in the rations ordering processes were detected across missions, resulting in inherent inefficiencies and potential wastage. The Logistics Support Division has begun to roll out a standardized rations ordering process, the recipe-card-based system that was developed in UNOCI. A related three-week workshop was completed in MONUC in June 2010. The rations-ordering system was implemented in UNOCI in June 2010 and in MONUC in August 2010, and will be implemented in UNDOF, UNFYCIP and UNIFIL by December 2010 and in UNAMID by March 2011 Inconsistent rations stock monitoring methodologies were applied across missions, resulting in incorrect reserve stock holdings in the reporting period. A new monitoring process has been implemented in UNAMID, UNMIL and UNOCI, and it will be implemented in MINUSTAH, MONUC, UNIFIL and UNMIS by April 2011. The process provides accurate information about reserve stocks of rations at the missions and will allow for reserve food levels to be verified in a transparent manner The Division undertook an analysis of the management of fuel operations through the quarterly fact sheet submitted by the missions, which provides information about the status of and updates on fuel contracts, consumption/requirements, equipment by category and type, prices, reserves, including strategic and local reserves, budgetary allocations and staffing
Renewal of all logistics contracts managed at Headquarters that expire during the period	40	Systems contracts were renewed in the reporting period
Development and implementation of United Nations fuel quality assurance in fuel management for peacekeeping field missions	Yes	Achieved through workshops, training and work processes. All materials are listed on the fuel management community of practice, the communication point with the missions. The community of practice provided information and guidance on fuel quality assurance through the fuel manual, best practices and other technical data. Reporting on implementation of quality assurance provides feedback from missions regarding specific issues arising out of practice (for example, the issue of allowable stock adjustment raised by MINUSTAH). The quarterly reports assisted with quality assurance by providing Headquarters with regular reports on key indicators of mission fuel operations. On the basis of the reports, Headquarters fuel staff recommend corrective action, counsel mission staff or promulgate a newly identified best practices

Implementation of electronic fuel and rations management systems in 3 peacekeeping missions	No	The rations management system required the resolicitation of the contract. The statement of work for the issuance of the request for proposal was submitted to the Procurement Division in March 2010. The Department of Field Support is currently waiting for the Procurement Division to take action to issue the request
	Yes	Fuel management system: the pilot/trial phase to test the software took place in UNIFIL. The process of procuring the hardware for the project is pending
Development and promulgation of environmental objectives in line with the United Nations environmental policy and guidelines	No	The Division is currently working with 50 United Nations entities through its participation in the Environment Management Group, in the context of the consultative process on environmental and social safeguards, and in the Issue Management Group, on sustainability management in the United Nations, which address the development of harmonized organization-wide environmental policies, including for field missions During the review of the liquidation manual, which has yet to be promulgated, consideration of the environment was included as an essential component of the liquidation process This output is expected to be delivered in 2010/11, as environmental considerations have been integrated into the strategic objectives and planning of the Department of Peacekeeping Operations and the Department of Field Support
Conduct of environmental impact studies and implementation of an environmental action plan to address the United Nations responsibility to consider the environmental impact of peacekeeping missions	Yes	A technical report on the assessment of energy, water and waste reduction options for the proposed support for AMISOM headquarters camp in Mogadishu and the support base in Mombasa, Kenya (February 2010) was prepared jointly by the United Nations Environment Programme, the Department of Field Support and support for AMISOM The 2008 greenhouse gas emissions inventory for all peacekeeping operations was completed, representing 57 per cent of the total United Nations-wide footprint. Results were published in a report entitled "Moving towards a climate neutral United Nations: the United Nations system's footprint and efforts to reduce it" (2009). UNEP coordinated the effort to compile the 2008 greenhouse gas footprint of all United Nations organizations, with the respective organizations producing the inventory on the basis of a common methodology. The Information and Communications Technology Division provided the calculator for that process, and the Logistics Support Division created and reviewed a total of 66 files, customized for 30 field missions, in order to produce their respective greenhouse gas footprints

		Conducted a MONUC environmental awareness training course in Kinshasa in December 2009
Revision and promulgation of the catalogue for levels II, III and IV medical facilities in peacekeeping missions, including civilian medical facilities that are qualified to address Medevac and Casevac cases	Yes	The review of the table of medical facilities (catalogue of medical facilities) was completed during the reporting period. The table provides information about the various levels of medical facilities available, and is a useful planning tool for medical support, in particular in the identification of available Casevac and Medevac facilities for field missions
Review of the provision and management of medical services to field missions	Yes	The draft of the guidelines for the management of drugs/pharmaceutical and medical consumables was completed
Roll-out of bar-code technology applications in 5 field missions	No	A systems contract was established in May 2010 for the provision of bar-code readers. The technology was piloted at UNLB. However, owing to delays in establishing the contract, the roll-out to 5 field missions has been postponed until the 2010/11 period. This will allow missions to purchase the equipment and receive necessary training. An implementation plan has been developed in coordination with the developers. Missions are purchasing the equipment from the systems contract
Development of benchmarks in property management and introduction of the "best-in-class" business model on property management practices in all peacekeeping missions	Yes	The Department of Field Support has established a property management framework and introduced a performance measurement system to monitor field mission activity. Every year, a workplan is issued which sets objectives, key actions, key performance indicators and targets in the discipline of property management. The key performance indicators are derived from an internal benchmarking exercise, which quantifies the operational performances of field missions in terms of equipment management and administration. Targets for each key performance indicator are based on the provisions of the United Nations Financial Regulations and Rules, the procedures described in the Property Management Manual, analysis by the Department of Field Support of property management trends and observations and recommendations of the Office of Internal Oversight Services and the Board of Auditors concerning management practices and procedures for control and accountability of United Nations-owned equipment. The key performance indicators are a guide for field managers in making informed asset-management decisions

		A "best-in-class" performance management model was developed and implemented in Contingent-owned Equipment and Property Management Section and in all field missions. A best practices analysis has been conducted to characterize management practices and solutions that result in "best-in-class" performance. The "best-in-class" practices are shared among all stakeholders and documented through field mission standard operating procedures and guidelines, published in the property management community of practice
Provision of regular advice, guidance and training of peacekeeping mission staff on the management of contingent-owned equipment	Yes	Conducted contingent-owned equipment workshop at Headquarters (June 2010) for field- and Headquarters-based staff to further the development of contingent-owned equipment guidelines and the troop contribution management project for customer relationship management solutions, and to share information about policies on contingent-owned equipment and related developments Informed field staff about the audit observations of the Board of Auditors and issues arising from regular review of contingent-owned equipment verification reports Participated in the staff exchange programme, in which one staff member from the UNAMID Contingent-owned Equipment Section was temporarily assigned to Headquarters
Provision of oversight and guidance to the development of contingent-owned equipment/memorandums of understanding management review boards in missions with a view to streamlining the determination of appropriate levels of equipment, personnel and self-sustainment capabilities of troop- and police-contributing Member States provided to field missions to ensure that they meet the operational requirements	Yes	Support provided to UNOCI and UNMIT on the conduct of their contingent-owned equipment/memorandum of understanding management review boards, including follow-up on policy issues pertaining to amendments to memorandums of understanding, and cost/payment implications of repatriation of equipment and review of eligibility/applicability of categories of self-sustainment Regular review of and follow-up to management review board minutes/reference material received from all other missions with such boards Visit to UNIFIL, with the Office of Information and Communications Technology, concerning the development of the new contingent-owned equipment database application and to assess the suitability of the mission to serve as pilot for the customer relationship management troop contribution management project and to review the contingent-owned equipment-related practices of the mission Visit to MONUC to review ongoing and future contingent-owned equipment and property management logistics-related needs

		Visit to UNAMID to assist in the establishment of the Property Management Section and the implementation of the property management workplan, including analysis of United Nations-owned equipment holdings against the key performance indicators set by the Department of Field Support for 2009/10, provide property management stakeholders with advice on United Nations-owned equipment management best practices, identify operational and functional tools to facilitate the establishment of property management functions, identify training requirements and establish a training-of-trainers programme on subjects presented during the workshop held in Entebbe (December 2009)
Development and promulgation of standard operating procedure manuals, and refined resource requirements formulation procedures, including a Department of Field Support and Department of Peacekeeping Operations Guide to Strategic Movement, Field Movement Control Manual and revisions to the Surface Transport Manual and Department of Field Support Aviation Manual for the planning and coordination of transportation services	No	The draft Surface Transport Manual was distributed to the field missions for review and comments following the Chief Transport Officer conference held at UNLB in April 2009. In this respect, the agreed timeline to provide comments was extended, owing to the need for subsequent consultations and clarifications, requested by the missions. Furthermore, during the final revision made by Headquarters staff members, important key points on policy matters were raised and a decision was taken to discuss those key points in the upcoming workshop, held at UNLB in October 2010. The outcomes of those discussions will be incorporated into the final draft. The manual will be issued, following its review by the Office of Legal Affairs, the Best Practices Section of the Department of Peacekeeping Operations and the Department of Management, by end April 2011 The first drafts of the Guide to Strategic Movement for the use of troop-contributing countries/police-contributing countries and Headquarters Staff and the Field Movement Control Manual are due to be completed by December 2010
Conduct of the Department's Aviation Quality Assurance Programme, which is designed to promote aviation safety, assist in contract management, and mitigate risk to the Organization in the provision of safe and secure air transportation to United Nations staff members and troops, through audit and inspection visits to peacekeeping missions and conduct of vendor pre-qualification and registration	3	Mission inspection visits were undertaken. The conduct of the preventive surveillance programme included air carrier and military performance evaluations for all missions. Following the vendor pre-qualification process, 17 new air carriers were registered and 9 were rejected

Review of spare parts inventory holdings in all missions and provision of regular advice, guidance and training of peacekeeping mission staff on the management and utilization of vehicle spare parts inventories	Yes	Concluded an analysis of all missions' spare parts business processes and established a new category of expendable property to be included in Galileo. This will enable all stakeholders to prepare comprehensive analyses of spare parts and other expendables required for the maintenance of each type of vehicle Business processes for spare parts demand planning and supply network planning for the Umoja project has been developed, which, based on patterns of consumption, will automate the mechanism of forecasting the reorder levels of spare parts to enable line managers to better plan and utilize the stocks and replenishment, thus resulting in an overall reduction of inventory levels. Subject to the implementation of the new business processes, the Logistic Support Division will be able to monitor and advise missions on the usage and supply chain of spare parts, as well as provide support to enhance the procurement methodology for spare parts, to ensure appropriate inventory levels and the efficient utilization of allotted funds Technical guidance issued to field missions regarding budgeting and the procurement of appropriate levels of stocks of spare parts. The "not to exceed" values were carefully monitored, and variances were brought to the attention of the mission transport officers. In addition, revisions were made to the Standard Cost Manual to reduce spare parts inventory ratios to conform to actual consumption patterns
Completion of the development of automating and tracking the ordering of vehicles and mechanical equipment by the field missions	Yes	The vehicle acquisition system for automated ordering of vehicles and mechanical equipment was established in June 2008. All field missions have access to the system, which provides live global visibility of the acquisition processes to all stakeholders, as well as improved communication between the functional bodies involved. A second version of the system, released in August 2010, has more than a dozen enhancements based on input from users at Headquarters and in field missions. During 2009/10, the development team was requested to incorporate several improvements into the next version in the 2010/11 period The vehicle acquisition system logged 209 vehicle requests, involving 2,433 vehicles with a value of $34,730,959 in 2009/10

Conduct of best-practices workshops on United Nations aviation and surface transport fleet management for aviation and surface fleet managers in peacekeeping missions	1	Workshop on airfield ground support equipment was conducted in Entebbe in April 2010 The workshop reviewed and developed strategies and action plans to improve the availability, serviceability and reliability of airfield support equipment so as to ensure optimal turnaround times of aircraft operating in respective mission locations; discussed and agreed on options for repair and maintenance of specialized airfield equipment, to include the deployment of mobile teams and utilization of joint service contracts; discussed and planned for the provisioning of heavy lift ground transport equipment; and discussed the general passenger transport support requirements for the Regional Support Centre in Entebbe
Establishment of a revised letter-of-assist framework and simplified costing structure for letters of assist for contracting military type aircraft	No	An interdepartmental working group (Department of Management and Department of Field Support) on letters of assist was established in June 2010. Once agreement had been reached by the Office of Central Support Services and the Department of Field Support/Logistic Support Division, the working group convened a number of meetings and produced revised procedures that will be included in a draft standard operating procedure by end December 2010
Conduct of road safety workshops and oversight of road safety campaigns in all peacekeeping missions	Yes	Safety campaigns have been conducted in all peacekeeping missions. Safety campaigns were organized in 2009/10 for MINURSO, MINUSTAH, MONUC, UNAMID, UNFICYP, UNIFIL, UNLB and UNMIS. The benefits of these campaigns have been reported in terms of both safe driving practices and a reduced number of accidents Annual analysis of accidents in the field missions also showed a significant reduction in the number of accidents and the rate of accidents per kilometre driven. In 2008/09, 4,437 accidents were reported, with a rate of 2.29 accidents per 100,000 km driven. In 2009/10, 3,461 accidents were reported, with 1.79 accidents per 100,000 km driven

(e) Information and Communications Technology Division

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Information and communications technology plans and support capacity for potential new peacekeeping missions	No	There were no new missions or missions in an expansion phase

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Information and communications technology support provided to 16 peacekeeping missions and 16 special political missions, UNLB and United Nations agencies, funds and programmes, as required	Yes	Information and communications technology support was provided to all peacekeeping operations, special political missions and UNLB
Oversight and technical guidance provided in the implementation of standardized network configuration in 16 peacekeeping missions and 16 special political missions to ensure optimum use of available satellite bandwidth resources	Yes	Information and communications technology oversight and technical guidance in the implementation of standardized network configuration provided to all field missions to ensure optimum use of bandwidth resources
2,400 audio and videoconferencing services provided to field missions and other United Nations entities, including technical support, development of standards for all systems and day-to-day operational support	Yes	4,302 videoconferences were organized during 2009/10 The higher output is attributed to an increase in the number of user requests from offices and field missions as well as personnel operating in disparate locations at Headquarters as a result of office relocations under the capital master plan
Statement of work and technical evaluation for 10 systems contracts and monitoring and administration of 47 systems contracts for information and communications technology services and equipment	30 55	System contracts System contracts related to Information and Communications Technology Division equipment, services, software licences and maintenance were administered by the Division during this period

Oversight and provision of guidance to peacekeeping missions in the preparation of mission-specific disaster recovery and business continuity plans to enable missions to have access to operational data in the event of an evacuation or an emergency; 4 mission disaster recovery and business continuity plans from lessons learned	Yes	Disaster recovery and business continuity plans in accordance with a new template provided by the Department of Field Support were received from 23 field missions. Mission disaster recovery and business continuity visits were conducted to the logistics hub in Entebbe, MINUSTAH, UNOCI and support for AMISOM, and in-mission exercises were conducted to 7 field missions. Mission reconstitution exercises were conducted in Entebbe for MINURCAT and UNMIS and those missions' plans will be updated in accordance with lessons learned

C. Department of Management

1. Results-based-budgeting framework

(a) Office of the Under-Secretary-General

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of technical and substantive secretariat support to 85 formal and informal meetings of the Fifth Committee on peacekeeping matters, including advice on procedures, 25 draft resolutions and 25 reports of the Committee for adoption by the General Assembly	163	Formal (24) and informal (139) meetings of the Fifth Committee on peacekeeping matters were held and advice on procedures provided In addition, a number of "informal-informal" consultations on peacekeeping matters were held and supported
	32	Draft resolutions/decisions were prepared and adopted by the Fifth Committee
	29	Reports of the Fifth Committee were adopted by the General Assembly
Preparation of notes on the programme of work and the status of documentation and preparation of 20 procedural notes on peacekeeping-related items for the presiding officer of the Fifth Committee	Yes	Programme of work updated on an ongoing and as-needed basis prior to, during and at the close of each session
	24	Procedural notes prepared on peacekeeping-related items
	3	Notes issued on the status of the preparedness of documentation for the Fifth Committee

Maintenance and update of the websites of the Fifth Committee relating to peacekeeping matters	2	Websites maintained and updated on an ongoing basis, including weekly and daily updates of the public website during sessions, and the organization, presentation and maintenance of over 2,300 pages of supplementary information on peacekeeping-related issues on the Fifth Committee e-Room website

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
120 Headquarters Committee on Contracts meetings and 20 Headquarters Property Survey Board meetings	99	Headquarters Committee on Contracts meetings
	21	Headquarters Property Survey Board meetings
Review of 700 procurement actions and 400 disposal actions annually	576	Procurement actions reviewed. Lower number of cases subject to Headquarters Committee on Contracts review due to the increase of the delegation of procurement authority threshold
	435	Disposal actions reviewed
Servicing of the vendor review committee for 10 cases of bid protests	5	Procurement challenge cases were reviewed, of which 3 cases were declined as they were not in line with the established criteria for eligibility
		Lower output due to lower-than-expected number of cases received
12 basic and advanced training courses for members of local committees on contracts and Local Property Survey Boards in peacekeeping missions	13	Training courses were conducted
Regional conference of members of local committees on contracts	Yes	Annual conference of local committee on contracts Chairs in March 2010
Enhancement of e-learning course for members of local committees on contracts	No	Delay in launch due to extensive internal consultations on most efficient and effective way to implement the project
		Enhancement of e-learning course launched in November 2010
Evaluation of the implementation of delegation of higher procurement authority for peacekeeping missions	No	The administrative instructions assigning the monitoring function to the Headquarters Committee on Contracts is currently under consideration
		Evaluation will be conducted once the higher procurement authority is fully implemented in peacekeeping missions

3 assessment visits to missions to assist local committees on contracts	1	Assessment visit to UNAMID in May 2010 As the monitoring of the functioning of the local committee on contracts has not been formerly established, the Headquarters Committee on Contracts has conducted only one assessment mission as a pilot project
Linkage of e-HCC system between Headquarters and field missions	Yes	15 field operations have been linked to the e-HCC systems
Management support projects for peacekeeping missions and peacekeeping-related entities at Headquarters, in particular in the areas of business process improvement, change management and organizational design	Yes	On 1 October 2009, management support services functions and posts were temporarily assigned to the change management team in Umoja for the duration of the Umoja project Provision of support to Umoja in organizing and facilitating internal design review workshops to ensure cross-functional integration of processes and the compilation, review and resolution of policy issues presented during the review sessions In May 2010, support provided to the Umoja change management team in launching a highly interactive workshop in Brindisi for a group of 25 peacekeeping staff in senior mission leadership positions and/or their representatives, aimed at preparing participants for their role as Umoja leaders
Implementation of business process improvement capacity-building programme covering 3 areas in peacekeeping-related entities at Headquarters	10	Lean Six Sigma projects in areas such as human resources management, procurement, logistics and finance were completed in collaboration with the Department of Peacekeeping Operations and the Department of Field Support: 1. Contingent-owned equipment reimbursement 2. Field financial systems application upgrade 3. Asset disposal plan 4. Designation of staff members performing significant functions in the management of financial, human and physical resources 5. National competitive recruitment examination 6. Sick leave certification 7. Troop strength reporting 8. Voluntary trust fund assistance 9. Office of Information and Communications Technology request for service 10. Guidance approval and publication
	20	Staff members certified as Lean Six Sigma black belts

(b) Office of Programme Planning, Budget and Accounts

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Accounts Division		
3 consolidated and 45 individual mission financial statements with 19 schedules and notes to the financial statements	3	Consolidated financial statements
	45	Individual financial statements
	18	Schedules
	491,400	Accounting transactions processed
Monthly reports on the status of contributions, monthly informal summaries of outstanding assessed contributions and 12 informal summaries of the status of contributions on the 15 major contributors and other Member States	12	Monthly reports issued
	12	Informal summaries issued
Peacekeeping Financing Division		
30 reports on budget performance and budget estimates for 15 active missions	26	14 reports on budget performance and 12 reports on budget estimates for active field operations
	2	Commitment authorities for MINURCAT and MINUSTAH
	1	Report on financial arrangement for the United Nations Office to the African Union
	1	Budget report for the 2009/10 period for the financing of the activities arising from Security Council resolution 1863 (2009)
	1	Revised budget for the 2009/10 period for UNOMIG
	1	Performance report for UNMEE
	1	Final performance report for ONUB
1 report on the updated financial position of 22 closed missions	1	Report on the updated financial position of 22 closed missions
8 reports and notes on the administrative and budgetary aspects of the financing of United Nations peacekeeping operations, including the overview report, support account and UNLB	9	Reports and notes 1 additional note on approved resources for peacekeeping operations for 2009/10 was issued following further financing actions taken by the General Assembly at the main part of its sixty-fourth session in respect of the UNOMIG, the support for AMISOM and the support account

15 supplementary information packages to the Advisory Committee on Administrative and Budgetary Questions	19	Supplementary packages for 15 field operations, UNMEE, the 2009/10 budget for the financing of the activities arising from Security Council resolution 1863 (2009), the United Nations Office to the African Union, the support account and UNLB
Review and coordination of responses to follow-up questions from legislative bodies on 15 active peacekeeping missions, UNLB, the support account and cross-cutting issues	2,196	Pages of written responses to questions raised. 1,064 pages of responses to follow-up questions from the Advisory Committee on Administrative and Budgetary Questions and 1,132 pages of responses to follow-up questions from the Fifth Committee

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Accounts Division		
Assistance to peacekeeping operations by providing advice on financial regulations and rules; accounting polices, procedures and practices; and insurance matters	Yes	Policy guidance and advice on financial matters were provided on a continuous basis through the review of monthly accounts and bilateral communications. Guidance on reporting of monthly salary disbursements in field missions, low-value procurements, review of obligations and fiscal year-end closing instructions were provided. In addition, a Chief Finance Officers' workshop was held from 8-12 November 2009, at which relevant subjects were discussed
	21	Insurance contracts were reviewed and guidance and advice was provided with regard to insurance provisions and indemnity clauses in complex peacekeeping contracts; peacekeeping-specific exposures were secured by insurance policies at Headquarters
Assistance to field finance operations through training and policy guidance on improved internal controls and rectification of audit findings	Yes	Guidance in financial procedures was provided to MINUSTAH for the special relief and recovery measures taken as a result of the earthquake Chief of Peacekeeping Accounts Section and Policy Guidance and Training Officer visited UNMIL and MONUC to provide policy guidance, follow up on audit findings and provide hands-on training to Finance staff in the missions
Analysis and recommendations of new accounting policies in preparation for the adoption of IPSAS	14	IPSAS-compliant accounting policies in key areas were recommended. The development of enterprise resource planning high-level design was supported

Automation of the accounting processes, such as those for recording of assessment receipts and maintenance of contributions records, and automated travel claims	Yes	Automation of cash receipts and online status of contributions Extension of automated travel claims processing to the Department of Peacekeeping Operations and the Department of Field Support and inclusion of hazard pay for travel in the automation process are under way
Accurate accounting for strategic deployment stock transactions and further refinement of related accounting guidelines, as required	Yes	Shipments of strategic deployment stocks amounting to $37.2 million in replenishment value and replenishments of $66.7 million were accurately accounted for
Processing of 19,000 payments to Member States, staff and vendors, and fulfilling achievement indicators	21,000	Payments processed
Negotiation and administration of 11 insurance policies that cover peacekeeping operations, including the master aviation policy and the worldwide vehicle policy	11	Policies were negotiated covering ongoing peacekeeping operations, including the malicious acts insurance policy
Provision of health and life insurance to all eligible international peacekeeping staff and dependants	17,762	All eligible staff and dependants were covered in accordance with filed insurance applications. The number of insured staff and dependants reflects a 6 per cent increase over the prior year
Settlement of all peacekeeping insurance claims and the claims reviewed by the Advisory Board on Compensation Claims		All claims were reviewed and are in various stages of settlement:
	152	New claims reviewed by the Advisory Board on Compensation Claims
	2	New claims reviewed by Claims Board
	53	Commercial insurance claims were presented to headquarters, processed, and/or settled under the respective insurance policies
Timely issuance of assessment letters and comprehensive reminders to Member States regarding unpaid assessments	Yes	All 1,920 assessment letters were issued on time. 192 comprehensive reminders were issued to Member States in November 2009
Processing of 2,700 receipts from Member States for contributions for peacekeeping operations, and maintenance of accurate and up-to-date unpaid contributions records	4,225	Receipts issued Higher output due to the additional assessments issued in accordance with the revised assessment scale, effective 1 January 2010
Effective servicing of the Committee on Contributions by timely provision of all requested data	Yes	All 14 pre-session and 41 conference room papers were provided on time

Processing of 5,000 investment settlements for peacekeeping operations in accordance with industry standards	3,285	Investment settlements processed in accordance with industry standards Lower output due to unfavourable financial conditions and the aggregation of investments into sweep account, which resulted in lower number of investment settlements
Issuance of 250 daily, 12 monthly and 2 semi-annual investment and cash management reports for peacekeeping missions	250 12 2	Daily reports Monthly reports Semi-annual reports
Peacekeeping Financing Division		
Substantive guidance to Headquarters staff and peacekeeping missions on enterprise budgeting application	No	The implementation of the Enterprise Budgeting Application has been discontinued in anticipation of the upcoming enterprise resource planning implementation
Policy guidance to missions on the formulation of budget proposals and performance reports, including on financial rules and regulations, policies and procedures, results-based-budgeting and recommendations of legislative bodies	Yes	Instructions for the preparation of the 2008/09 performance reports and the 2010/11 budgets were sent to 15 active field operations, UNMEE, the support account and UNLB. Further policy guidance is provided on an ongoing basis
Visits to 8 peacekeeping missions to provide strategic advice and on-site assistance on budgetary and financial issues	4	Mission visits to MINURCAT, UNMIL, UNMIS and UNSOA Lower output due to staffing and non-staffing resource constraints
380 funding authorizations for missions and peacekeeping trust funds on an ongoing basis	382	Funding authorizations
17 mission staffing table authorizations	29	18 mission staffing table authorizations for 14 missions, financing of the activities arising from Security Council resolution 1863 (2009) and UNLB, and 11 for the support account
21 financial reports to donors for peacekeeping trust funds	21	Financial reports
Training of 60 Headquarters staff and 60 mission staff (including UNLB) on enterprise budgeting application	No	In the light of the development of the enterprise resource planning system, the enterprise budgeting application will not be implemented
Organization and conduct of 9 video teleconferences with peacekeeping missions and UNLB on pending budget assumptions and justification issues during the performance and budget report finalization phase	24 2	High-level review meetings related to budget and performance issues for the support account Teleconferences held with UNAMID and UNLB With regard to other peacekeeping field operations, all budget and performance issues were resolved through written correspondence; therefore, there was no requirement for video teleconferences

Training of 200 personnel in 7 peacekeeping missions on the funds monitoring tool	165	Staff trained in 6 peacekeeping missions (MINURSO, UNAMID, UNMIL, UNMIS, UNOCI and UNLB) and Headquarters The lower number of trainees was mainly due to lower than estimated attendance
Treasury		
The United States dollar and euro denominated funds of peacekeeping accounts invested in accordance with United Nations approved guidelines	Yes	Approximately $7.4 billion invested in accordance with United Nations approved guidelines
Interest rate factors in United States dollars and euros monitored to enhance return on investments	Yes	Monitored international financial markets
Credit exposure to any single bank limited in accordance with United Nations guidelines based on sound credit ratings	Yes	Credit exposure to 30 banks were monitored
Competitive bidding on investments conducted to reduce bid/ask spreads	Yes	Competitive bidding on investments conducted daily to reduce bid/ask spreads
Execution of approximately 3,000 electronic fund transfers, 500 foreign exchange purchases and 500 investment settlements	2,310 641 975	Investment related electronic funds transfers Foreign exchange purchases Investment settlements
Execution of approximately 70,000 payroll payments to approximately 6,000 staff members funded from peacekeeping accounts	82,938	Payroll payments executed to 7,880 staff members
Financial Information Operations Service		
Maintenance, updating and operation of computerized budget and finance information systems; management of data structure and system control; local area network administrative functions	Yes	Systems supported by financial information operations service continue to be updated, maintained and operated in line with service requirements of the Office of Programme Planning, Budget and Accounts. LAN administration continues to be provided and support streamlined
Maintenance of charts of accounts and other finance-related reference tables in IMIS; development and enhancement of ad hoc applications	Yes	IMIS and finance reference tables were maintained correctly. Systems implemented and enhanced include e-remittance and Status of Contributions
Enhanced financial management reports	Yes	Continuous enhancement of financial reports to meet user requirements. Contributions reports for governing bodies implemented

Implementation of the enterprise budgeting application on 1 July 2009	No	In light of the development of the enterprise resource planning system, the enterprise budgeting application will not be implemented
Maintenance of the enterprise budgeting application, including improvements as requested by clients, user support and training	No	In light of the development of the enterprise resource planning system, the enterprise budgeting application will not be implemented **Additional output** Maintenance and enhancements of existing complex spreadsheet systems to continue to support the peacekeeping budget process
Implementation and maintenance of troop costs and claims reimbursement system	No	In light of the development of the enterprise resource planning system, an enhanced troop costs and claims reimbursement system will not be implemented. Instead, existing complex spreadsheet and database systems are being maintained to continue to support troop payments
Upgrade of the OPICS application	Yes	OPICS was upgraded to a supported release and on a supportable platform running out of new secondary data center

(c) Office of Human Resources Management

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Human Resources Information Systems Section		
Integration of a new talent management system with a new data warehouse and IMIS to provide a data foundation for reporting on peacekeeping mission personnel	Yes	IMIS data of all peacekeeping personnel has been integrated into the new talent management system
Implementation of phase 1 of a new reporting and data warehouse system to provide human resources practitioners and programme managers throughout the Secretariat, including the Department of Peacekeeping Operations, the Department of Field Support and peacekeeping missions, with self-service tools to access the data repository and to obtain, analyse and report on human resources information in a more timely and comprehensive manner	No	Phase 1 of the new reporting system has been implemented. The recruitment dashboard (reporting system) is available to all executive offices and staffing table managers at Headquarters and peacekeeping missions

Management of structure, quality and integrity of the data in the warehouse	Yes	A solid structure has been built around the data, following good practices, in order to maintain the structure, quality and integrity of the data

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic Planning and Staffing Division		
Timely issuance of approximately 150 vacancy announcements for support account posts at Headquarters	43	Vacancy announcements issued Lower output owing to higher than anticipated use of temporary vacancy announcements
All required actions for the filling of vacancies through the staff selection system, including the pre-screening of over 18,000 qualified candidates and support for the review and selection for posts funded under the peacekeeping support account at Headquarters in the Department of Peacekeeping Operations, the Department of Field Support and other departments, including posts for seconded military officers and civilian police	8,500	Applicants screened to meet eligibility requirements, including military and civilian policy Lower output owing to higher than anticipated use of temporary vacancy announcements
Approximately 580 to 600 recruitments, extensions and fielding of civilian staff and military and civilian police staff on secondment from Member States funded under the support account, including those recruited for temporary positions	501	Recruitments and reappointments
Clearance and certification of Chiefs of Mission Support and Chief Civilian Personnel Officers for missions, and all Professional officers with responsibilities for personnel administration and performing human resources functions for peacekeeping missions and the Department of Field Support at Headquarters	131 19	Certification cases handled Cases of reference checks
Provision of guidance and support to Member States on the filling of vacancies for seconded military officers and civilian police	Yes	Advice was provided related to the filling of 26 military officer and 16 United Nations police vacancies

Provision of guidance to the Department of Field Support and peacekeeping missions on delegated human resources management authority through the Field Personnel Division, including through visits to three missions, and implementation and refinement of information technology monitoring support tools	Yes	Advice and guidance on various human resources-related issues provided to the Department of Field Support, peacekeeping missions and their staff members
	14	Field operations implemented human resources action plan
		No monitoring missions were conducted since the approach for missions is being revised with the new human resources management scorecard. Refinement of the information technology monitoring support tool will happen in the 2010/11 budget period as part of the implementation of the new human resources management scorecard
Review and modification of human resources action plans in peacekeeping missions based on experience gained	2	Workshops with 40 Chief Personnel Officers from field operations on reviewing and modification of the human resources action plan
In coordination with the Department of Field Support, development and implementation of more proactive outreach and sourcing strategies, including cooperative arrangements with providers of external candidates and networks, such as governmental entities, academic institutions, non-governmental organizations and United Nations entities	Yes	Outreach missions have been undertaken to the Dominican Republic, Israel, Japan, Finland, Norway, the Republic of Korea, Spain, the United Kingdom of Great Britain and Northern Ireland and the United States of America. A recruitment video for the United Nations Secretariat has been produced with particular attention to field careers
Development of change management strategies for implementation of the new talent management system, including in peacekeeping missions and the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	Yes	Inspira talent management system was launched in April 2010 in Headquarters. Implementation in peacekeeping missions has been delayed until functionalities that have already been rolled out are stabilized
Medical Services Division		
Formulation and update of health standards, policies and guidelines to protect all peacekeeping mission personnel against potential environmental and biological health hazards, including pandemic human influenza, and to ensure readiness to respond to such events	Yes	Review of the Medical Support Manual for United Nations Peacekeeping Operations Updates to guidelines and procedures for the global influenza A (H1N1) pandemic
Functional oversight over 17 chief medical officers and provision of medical technical oversight to the entire mission medical support system to maintain consistency and an acceptable level of delivery of health services	14	Medical technical oversight and support were provided to chief medical officers and to all field operations

Oversight, evaluation and monitoring and provision of ongoing technical support to 76 United Nations civilian medical units	85	Civilian medical facilities (6 of existing facilities closed and 15 new facilities opened during the reporting period)
Review for technical clearance of 400 curricula vitae of candidates for medical positions (P-5, P-4 and P-3 levels and United Nations Volunteers) in peacekeeping missions	198	85 curricula vitae of candidates for medical posts (medical officers, nurses, pharmacists) and 113 curricula vitae of United Nations Volunteers reviewed
1 regional meeting of chief medical officers for coordination and update of medical and medico-administrative policies	1	Meeting of civilian and military chief medical officers organized at UNLB in August 2009. Topics included: • 3 day hands-on certification course on pre-hospital trauma life support • Tabletop exercise on a mass casualty scenario • Update on influenza A (H1N1) pandemic • Roll-out of EarthMed to field operations
3 on-site assessments of mission medical facilities (UNOMIG, UNOCI, UNMIT)	3	On-site assessments (MONUC, UNMIT, UNSOA) The assessment of UNOCI was postponed to July 2010 owing to the disruption of air traffic from volcanic ash The mandate of UNOMIG expired on 15 June 2009
Evaluation of a regional medical evacuation centre linked to peacekeeping missions (Morocco)	2	Evaluation visits to Cairo and Nairobi A regional medical centre in Cairo was evaluated instead of Morocco owing to an immediate need relating to UNAMID, UNMIS and MINURCAT to assess the military hospitals designated to provide out-of-mission medical service, the operational and administrative procedures for the conduct of out-of-mission medical evacuation and to finalize payment procedures for civilians through their third-party health insurance providers A visit was made to a regional medical centre in Nairobi, in conjunction with a visit to the UNSOA, to review the level-III medical facility, to assess the surge capacity of that facility in case of a mass casualty incidence in neighbouring field operations, to liaise with and evaluate the identified air ambulance service, Flying Doctors, and to meet the staff of the Ministry of Health of Kenya to assess the impact of the use of Nairobi as a referral centre in case of mass casualty incidence in the region
Medical examination of 250 candidates for mission deployment or travel	325	Medical examinations

2,000 pre-mission briefings and consultations on health-related issues	3,664	Pre-mission briefings
300 pre- and post-mission psychological consultations, as well as mental health management (diagnosis, therapy, outside referral and follow-up)	307	Pre- and post-mission psychological consultations
Immunizations of 1,100 staff of the Department of Peacekeeping Operations, the Department of Field Support and missions	1,529	Immunizations Higher output due to the seasonal and pandemic influenza
Issuance of 1,500 medical kits for mission travel and deployment and briefing of travellers on the usage and contents of the kits	1,261	Issuance of medical kits Lower output owing to the non-issuance of new medical kits to staff who had received them for previous travel (kits were replenished with medicines)
Medical treatment of and consultations with 2,000 staff of the Department of Peacekeeping Operations, the Department of Field Support and visiting mission staff	2,885	Medical treatments and consultations provided
Review and analysis of 7,000 incoming medical examinations of mission staff/candidates, military observers and civilian police to determine fitness for recruitment/assignment/travel	4,237	Medical examinations processed Lower number of incoming medical examinations owing to the fact that pending cases were not counted. In addition, examinations of military observers and civilian police officers that were received 6 months late were returned to missions, as they were outdated
Certification of sick leave for 2,000 staff of missions, the Department of Peacekeeping Operations and the Department of Field Support	1,194	Cases of certified sick leave The lower output was owing to the increase in authority of mission staff to certify up to 20 days of sick leave
Provision of advice to the United Nations Joint Staff Pension Fund on 72 disability pension case actions for staff of missions and the Department of Peacekeeping Operations	82	Disability pension case actions related to 41 cases
Provision of advice to the Department of Peacekeeping Operations and missions on 600 case actions taken regarding medical evacuations/repatriations of civilian staff, military observers, civilian police and troops	861	Evacuation and repatriation case actions Higher output owing to higher number of requests received from MINUSTAH and UNAMID
Provision of advice on medical compensation for civilian staff, military observers, civilian police and troops (370 case actions taken)	324	Case actions taken

2 training sessions to assist managers in providing support for staff departing for and returning from peacekeeping missions	4	Training sessions for managers were conducted in Haiti Six individual consultations were conducted for managers in Headquarters
Training of focal points in the mission support system in 6 peacekeeping operations (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT)	3	Training sessions in MONUC, MINUSTAH and UNMIT Owing to a shift in priorities after the earthquake in Haiti, resources were diverted to support MINUSTAH. A four-week emergency support trip to MINUSTAH was carried out, during which 18 additional training sessions were held, covering a total of 242 staff
Training of focal points in the mission readiness programme in 6 peacekeeping operations (UNDOF, UNIFIL, UNAMID, UNMIS, MINUSTAH, MINURCAT)	3	Training sessions in MONUC, MINUSTAH and UNMIT Owing to a shift in priorities after the earthquake in Haiti, resources were diverted to support MINUSTAH. A four-week emergency support trip to MINUSTAH was carried out, during which 18 additional training sessions were held, covering a total of 242 staff
2 mission-readiness training sessions for Headquarters staff planning to work in peacekeeping missions within 2 years	4	Sessions conducted New pre-mission workshop developed
Provision of online resources within the mission readiness website for managers and staff members	No	Owing to a shift of priorities and resources within the Office of Human Resources Management to focus on the launch of Inspira
Incorporation of medical examination information for mission staff into EarthMed software (United Nations electronic patient record software)	Yes	Statistical reports of medical examinations of mission staff available in EarthMed system
Optimization of transfer to digital storage and electronic processing of the medical examination records of peacekeeping military observers and civilian police officers	Yes	Medical records of peacekeeping military observers and civilian police officers are processed electronically and stored digitally

Learning, Development and Human Resources Services Division

Approximately 600 recruitments, extensions and fielding of civilian staff as well as military and civilian police staff on secondment from Member States at Headquarters funded under the support account, including those recruited for temporary positions, as well as engagement of consultants	696	Recruitments (387), extensions (115) and engagement of consultants (194)

Provision of administrative support for approximately 1,800 requests from staff of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters, including on entitlements and benefits (rental subsidy, dependency benefits, education grant), separation and movement of staff (transfer, secondment and loan)	1,801	Provision of administrative support requests related to entitlements and benefits (1,315) and to separation, movement of staff (486)
Provision of human resources support for approximately 300 staff requests, including processing of actions related to disability, agreed termination, abandonment of post, outside activities, special leave with full pay/partial pay, waiver of privileges and immunities, and any exceptions to the staff regulations and rules; such processes are not delegated to Executive Offices or the Field Support Division of the Department of Field Support	298	Cases of provision of human resources support for actions related to termination of appointment owing to health reasons (disability), agreed termination, abandonment of post, outside activities, special leave with full/half pay, waiver of privileges and immunities, appeals (Management Evaluation Unit, United Nations Dispute Tribunal), conversion to permanent appointment and exception to staff rules and regulations
Provision of guidance and support for approximately 20,000 requests on application of the staff regulations and rules and human resources policies, in terms of human resources-related matters, including entitlements and benefits, recruitment, promotion and separation, to the Executive Office, programme managers and staff members of the Department of Peacekeeping Operations and the Department of Field Support, as well as peacekeeping missions through the Field Personnel Division of the Department of Field Support	22,270	Cases of advice and guidance provided to the Executive Office of the Departments of Peacekeeping Operations and Field Support (35 per cent), programme managers (3 per cent), staff members (42 per cent), candidates (15 per cent), as well as Permanent Missions (5 per cent) regarding human resources issues related to entitlements and benefits, recruitment, promotion, conditions of service, obligations of staff members, separation
Provision of training for 1,000 first reporting officers in field duty stations on performance management for managers	No	To ensure greater impact and outreach, as well as cost efficiency, 18 staff members from field operations (MINUSTAH, MINURCAT, UNAMID, UNMIL, UNMIS and UNLB) were trained through a train-the-trainer programme, to conduct performance management training in their respective field missions In addition, a joint team of the Office of Human Resources Management and the Field Personnel Division deployed in April 2010 to conduct briefings/trainings on the new policy on performance management and development, as well as on the Inspira e-performance tool in UNMIL, training approximately 1,800 staff

Coordination of placement, on a pilot basis, of national competitive recruitment examinations roster candidates against 30 per cent of the vacant positions at the P-2 and P-3 levels in peacekeeping missions as well as other support account-funded positions in the Department of Peacekeeping Operations and the Department of Field Support related to the management and administration, as well as the political, peace and security networks	27	Identified and recommended candidates for national competitive recruitment examination
Development and launch of an occupational networks website for staff assigned in peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support	Yes	Organization's career portal has been launched, structured around job networks and job families concept
Conduct of pilot voluntary network exchange initiatives for two occupational networks (management and administration and political, peace and security) with the participation of staff in peacekeeping field missions	No	Postponed to 2010/11 period owing to shift in priorities within the Office of Human Resources Management to focus on the launch of Inspira
Development of career paths and career models, including relevant positions in peacekeeping field missions, in two networks; network specific career planning and career development workshops and coordination, in cooperation with the Career Support Unit, Field Support Division/Department of Field Support, and their delivery to the staff members concerned in eight missions	No	Postponed to 2010/11 period owing to shift in priorities within the Office of Human Resources Management to focus on the launch of Inspira
Human Resources Policy Service		
Provision of written and oral legal advice to the Department of Field Support and mission-based personnel prior to their taking administrative decisions on disputed issues	Yes	Ongoing provision of effective policy guidance and support to the Department of Field Support and the Department of Peacekeeping Operations on administrative cases and decisions, including in respect of compliance with applicable rules and regulations

Provision of legal advice to the Conduct and Discipline Unit at Headquarters and to missions and other Department of Field Support and mission-based personnel about the handling of allegations of misconduct in accordance with the administrative instruction on revised disciplinary measures and procedures (ST/AI/371) and the Secretary-General's bulletin of 11 February 2008 on the prohibition of discrimination, harassment, including sexual harassment and abuse of authority (ST/SGB/2008/5), including the conduct of investigations	Yes	Provision of regular and ongoing advice and feedback to the Department of Field Support and field operations on over 100 disciplinary matters, including on the procedures for handling allegations of wrongdoing relating to general misconduct and to cases involving discrimination and harassment, including sexual harassment and abuse of authority, as well as the processing of those cases under ST/AI/371 and Amend.1. In addition, ongoing provision of advice on the standards for establishing misconduct before the Dispute Tribunal in the new system of administration of justice, including with respect to cases of theft
Legal representation of the Administration's position in proceedings at the first instance level in the internal justice system in relation to suspensions of action and appeals	86	Appeals cases from the Department of Field Support represented In addition, the Departments of Peacekeeping Operations and Field Support were represented at the Dispute Tribunal through written responses
Assistance to the Department of Field Support and the Policy Support Unit of the Office of Human Resources Management, including by participating in working groups, in the development of policies to address mission-specific issues, such as sexual exploitation and abuse with respect to civilian staff	Yes	Participation in biweekly meetings on the revision of the Staff Rules, including discussions in which new and harmonized conditions of service for peacekeeping staff in the field were discussed; 15 meetings to prepare for the harmonization and non-family duty stations issues, in preparation of meetings of the International Civil Service Commission Participation in four International Civil Service Commission working groups (2 working groups on mobility and hardship, 2 working groups on duty station classifications) Weekly meetings held with human resources practitioners to discuss cases related to field staff requiring provision of advice to the Department of Field Support and/or revision of human resources policies Preparation of the report of the Secretary-General on special measures for protection from sexual exploitation and sexual abuse (A/64/669)
Review, amendment and replacement of over 30 administrative issuances (Secretary-General's bulletins, administrative instructions, information circulars and guidelines) relating to the appeal and disciplinary process in the light of the introduction of the new system of administration of justice	3	Administrative issuances related to administration of justice, which has an impact on field operations: Secretary-General's bulletin on transitional measures in the context of the introduction of the new administration of justice system; Secretary-General's bulletin on the organization and terms of reference of the Office of Administration of Justice; and interim administrative instruction on revised disciplinary measures and procedures

Development of technology and communications techniques to enable the more efficient case management with field missions of appeals/disciplinary cases	Yes	Real-time access given to the Department of Field Support to pending and closed disciplinary cases, providing statistics and reports; implementation of a traceable generic Lotus Notes mailbox that allows staff involved in a disciplinary case to communicate with the Administrative Law Section through one e-mail address, thereby avoiding misaddressing time-sensitive communications, and which allows easier tracking of the receipt of communications by concerned staff; streamlined file-sharing process with the Office of Legal Affairs; and introduction of "KLOK", an electronic time recording system tailored to the Administrative Law Section to more accurately track the amount of time spent handling cases (since April 2010)
Provision of policy advice for strategic approaches to prevent occurrences of sexual exploitation and abuse with respect to civilian staff, including mission-specific policies that are consistent with general policies, regulations and rules applicable Secretariat-wide	Yes	The report of the Secretary-General to the General Assembly on special measures for protection from sexual exploitation and sexual abuse (A/64/669) reflects progress made in the creation and implementation of measures to prevent sexual exploitation and abuse and measures aimed at the processing of allegations. Advice provided on the standards for establishing misconduct before the Dispute Tribunal in the new system of administration of justice, including cases of sexual exploitation and sexual abuse
Review of over 250 human resources-related circulars (administrative issuances, information circulars, guidelines) in the light of the new staff rules to streamline, consolidate and simplify them	26 27 6	Issuance of administrative instructions and Secretary-General's bulletins related to human resources Information circulars New guidelines In addition, revision of the provisional staff rules and abolishment of 14 administrative instructions and Secretary-General's bulletins
Provision of policy guidance and support to the Department of Peacekeeping Operations on human resources management in peacekeeping missions, including compliance with applicable rules and regulations	88	Memorandums written Guidance on policy matters provided to the Departments of Peacekeeping Operations and Field Support in written form (memorandums and e-mails) and at meetings. Guidance and support provided with regard to the implementation of contractual reform for field and Headquarters staff, including the transition to the new rules for field staff on board as of 1 July 2009; provision of advice on the implementation of the new staff selection system; provision of policy clarifications/advice concerning new conditions of service for the field staff; and ongoing review of policies as part of the continued efforts to further harmonize conditions of service for field staff. Provision of guidance regarding conditions of service for local mission personnel, including consultants and individual contractors

Update and adjustment of policies and entitlements for all civilian personnel in all peacekeeping missions	3	Administrative instructions issued (ST/AI/2010/3, ST/AI/2010/4 and ST/AI/2010/5) on the administration of temporary appointments and performance management, which apply to all staff members
		Issuance of information circular on designation of family and non-family duty stations
	2	Lists issued on rest and recuperation duty stations
Preparation and issuance of a single new set of staff rules applicable to the global workforce of the United Nations Secretariat, including civilian staff in the field operations, which will replace the existing 3 sets of staff rules (for 100, 200 and 300 series contracts)	Yes	Preparation of provisional staff rules (ST/SGB/2009/7) was finalized and issued on 1 July 2009 and subsequently revised in October 2009
Develop and implement phase 1 of a new electronic version of the Human Resources Handbook	No	Owing to reprioritization of information technology projects within the Office of Human Resources to focus on the launch of Inspira, phase 1 of a new electronic version of the Human Resources Handbook has been postponed indefinitely
Review of mission subsistence allowance rates in 6 peacekeeping missions (UNMIL, UNAMID, UNOCI, MINURCAT, UNDOF and MINUSTAH)	No	Owing to the contractual reform and revision of the staff rules with effect from 1 July 2009, the majority of civilian staff assigned to peacekeeping missions no longer receive mission subsistence allowance. Non-civilian personnel (United Nations police and military observers) continue to receive mission subsistence allowance. However, pending a review of the allowance(s) applicable to these non-civilian personnel, the mission subsistence allowance rates have not been reviewed
Conduct of comprehensive salary surveys in 5 peacekeeping missions (UNAMID, MINURSO, UNOCI, UNDOF and UNFICYP) and issuance of 20 salary scales for national staff in peacekeeping missions	3	Comprehensive salary surveys were conducted in UNMIS, UNAMID and UNMIK
		Owing to changing local conditions, which results in some duty stations undertaking comprehensive salary surveys outside the usual 4-year cycle, the duty stations where surveys are actually conducted may vary from those originally envisaged when the budget is prepared
Conduct of interim salary surveys for other peacekeeping missions and issuance of 40 salary scales for national staff in peacekeeping missions	14	Interim salary surveys conducted, leading to issuance of 28 revised salary scales
Review and development of generic job profiles for use in peacekeeping missions	1	Generic job profile finalized
	117	New generic job profiles are currently under development and review and are expected to be finalized by 30 June 2011

Training in application of job classification standards and procedures	Yes	Ongoing guidance and support is provided to the Department of Field Support in the application of the classification standards, the usage of generic job profiles and the standardization of functional titles
Human Resources Information Systems Section		
Implementation and roll-out of the new talent management system for processing of recruitment for vacancies at Headquarters, including the recruitment by the Department of Peacekeeping Operations and the Department of Field Support of employees, military officers and civilian police	No	The recruitment module of the new talent management system was rolled out in Headquarters and offices away from Headquarters in April 2010. Implementation in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized
Integration of the new talent management system with IMIS to enable staffing table management for peacekeeping operations	No	IMIS data was migrated to the new talent management system. However, implementation in peacekeeping missions has been delayed until already rolled-out Inspira functionalities are stabilized
Maintenance, updating and operation of PeopleSoft software for the talent management system	Yes	The new talent management system was launched in April 2010 at Headquarters and offices away from Headquarters
Implementation of phase 1 of a document management system to streamline processes for human resources document management and to meet the document and classification needs for day-to-day operational requirements, as well as for archiving purposes, including the official status files of staff of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	No	Owing to reprioritization of information technology projects within the Office of Human Resources Management to focus on the launch of Inspira, funding was not allocated for this output. The project is on hold indefinitely
Establishment of the talent management Center of Excellence to support the recruitment process, including peacekeeping personnel, provide business and application expertise to support the global implementation of the PeopleSoft software for the talent management programme, by designing new processes, optimizing current ones, managing complex implementation projects, providing user support and training, and keeping the complex talent management system landscape up and running 24 hours a day, 7 days a week	Yes	The Center of Excellence was established in Bangkok in September 2009 and is now operational

One focal point trained to provide training in use of the talent management system in all peacekeeping missions	Yes	One focal point was trained to provide training in the use of the talent management system in all peacekeeping missions
Train-the-trainers sessions to assist human resources professionals in using the talent management system in four peacekeeping missions	Yes	One train-the-trainer session was conducted in Addis Ababa in June 2010 for 44 mission personnel from 13 peacekeeping missions

(d) Office of Central Support Services

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Archives and Records Management Section		
Identification of archival records at UNAMID, MONUC, UNIPSIL for immediate or future transfer to Headquarters	2	Identification of archival records in MINURCAT and MONUC The assessment of UNAMID was postponed since priority was placed on the identification of records at MINURCAT owing to the expiration of the mission's mandate on 31 December 2010
100,000 pages of peacekeeping archives posted on the United Nations Internet site for public consultation	34,200	Pages digitized and posted Lower output owing to the need to undertake extensive and thorough screening of a total of 60,000 pages before they are posted onto the website to ensure that sensitive and private data are not released to the public
1,000 reference responses to the Organization and Member States regarding peacekeeping archives	650	Reference responses via e-mail, written and telephone. Approximately 57 per cent of these requests were internal and the remainder from Member States

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Archives and Records Management Section		
Implementation of records management programmes in compliance with United Nations record-keeping requirements at UNAMID, MONUC and UNIPSIL	2	MONUC and UNAMID have implemented records management programmes

Elimination of the backlog of peacekeeping operations records in commercial storage, resulting in cost avoidance, safeguarding and making accessible valuable archives	5,000	Linear feet of records permanently removed from commercial storage. Removal of the remaining 5,000 linear feet is ongoing
Special Services Section, Commercial Activities Service		
Screening and handling of incoming/outgoing mail, pouch and inter-office mail for the Department of Peacekeeping Operations and the Department of Field Support	902,949	Pieces of incoming and outgoing postal mail and packages processed
	152,088	Pounds of incoming and outgoing pouch mail processed
	54,075	Pieces of inter-office mail collected and delivered
Inspection of incoming valises and increased screening of packages sent to overseas offices	723	Incoming valises received, inspected and processed
	5,725	Outgoing pouch packages screened, representing 84.3 per cent of the Unit's workload in that area
Procurement Division		
Issuance of 300 contracts, including amendments, 2,000 purchase orders and 50 system contracts, which are expected to expire in the 2009/10 period (including amendments to contracts) for peacekeeping operations	541	Contracts, including amendments were issued
	1,700	Purchase orders and amendments issued. As more systems contract were established, more purchase orders were issued by the local peacekeeping missions
	29	Systems contracts and 179 amendments issued
900 fully registered vendors	1,030	Vendors were fully registered in ProcurePlus
10,000 vendors in the ProcurePlus system and United Nations Global Marketplace reviewed and updated	9,031	Vendors reviewed and updated in ProcurePlus (7,477) and United Nations Global Marketplace (1,554)
Implementation of an enterprise resource planning business integration plan with best procurement practice for better internal control	No	Owing to delay in the implementation of the enterprise resource planning system
		Ongoing participation in the review of business processes and business integration plan related to procurement with the Umoja team
Implementation of methodology and balance scorecard to improve client satisfaction	No	External consultants commissioned to develop procurement key performance indicators including scoreboard to improve client satisfaction. The report was delivered in October 2010 for implementation
Resolution of pending liquidated damage claims	3	Out of the total 9 pending liquidated damage claims, 3 cases were resolved by the Office of Legal Affairs. Six cases are still pending (1 case is under review by the Office of Legal Affairs and 5 cases are under review by the Procurement Division and will be submitted to the Office of Legal Affairs as necessary)

Establishment of new food and fuel contracts	24	Food contracts and amendments
	13	Fuel contracts and amendments
36 business seminars in developing countries and countries with economies in transition	38	Business seminars conducted in developing countries and countries with economies in transition
20 site visits, bidder conferences and contract negotiations prior to contract award	19	Site visits, bidder conferences and contract negotiations outside Headquarters conducted
9 reviews of procurement operations in peacekeeping missions (MONUC, MINUSTAH, UNMIS, UNAMID, UNIFIL, UNDOF, UNFICYP, MINURCAT, UNOCI)	7	Procurement operations review visits (MINURCAT, UNDOF, MINUSTAH, UNMIT, UNFICYP, MONUC and UNLB) Visits to UNAMID and UNMIS were not conducted owing to operational priorities
5 transportation conferences and exhibitions organized by the industry's leading organizations and associations	3	Participation in transportation conferences and exhibitions Lower output owing to changes in terms of priority and operational need, such as the earthquake in Haiti and heavy workload of the Logistics and Transportation Section
4 visits to United Nations agencies to coordinate the implementation of best procurement practices	5	Visits to United Nations agencies (the Food and Agriculture Organization of the United Nations, the International Fund for Agricultural Development, the World Food Programme, UNDP) and to the World Bank
1,000 staff at Headquarters and peacekeeping missions trained in procurement fundamentals, local committee on contracts responsibilities, ethics and other advanced procurement modules	22	Staff participated in face-to-face training on fundamentals of procurement (prior to the implementation of the online module)
	307	Staff participated in local committee on contracts basic and advanced training
	614	Staff participated in the online training on ethics and integrity in procurement, best value for money and overview of the Procurement Manual
Review and resolution of disputes arising from bid protests	5	Cases reviewed by an award review board, of which 3 were declined because they were not in line with the established criteria for eligibility Award review board activities have been transferred to the Office of the Under-Secretary-General within the Department of Management, and its secretariat is hosted in the Headquarters Committee on Contracts

Travel and Transportation Section

Negotiation or renegotiation of 33 airline agreements to benefit the Department of Peacekeeping Operations and the Department of Field Support travellers by reducing travel costs (11 ongoing, 20 renegotiated and 2 newly negotiated during the period (most agreements are of a 1-year duration))	33	Airline agreements renegotiated during the period
8,000 travel authorization inspections	9,485	Increased output owing to overall increase in travel for peacekeeping personnel at Headquarters, in particular to MINUSTAH
Entitlement calculation of 1,200 lump-sum home leave travel requests for staff of the Department of Peacekeeping Operations at Headquarters	5_4	Lump-sum travel requests processed Lower output owing to the calculation of lump-sum requests processed in the field operations with effect from 1 July 2007. It had been anticipated that not all field operations would have the expertise to support lump-sum calculations
Issuance of 6,000 United Nations travel documents and visas	6,132	Travel documents and visas issued
Arrangement of 7,500 shipments (personal effects shipments, including insurance claims)	17,535	Personal effects shipments, including insurance registrations, invoices, claims and issuance of relocation lump-sum payments Higher output owing to mandatory participation of Member States (with effect from March 2009) to utilize the DHL courier services contract for shipment of 100 kgs of personal effects for United Nations police officers and military observers
Receipt and delivery of 17,000 materials, goods and parcels to the offices of the Department of Peacekeeping Operations and the Department of Field Support at Headquarters	12,704	Items of materials, goods and parcels Lower output owing to the decrease of purchase orders inspected for receipt and delivery of information technology equipment for peacekeeping operations at Headquarters
Delivery of office supplies related to 500 requisitions for the Department of Peacekeeping Operations and the Department of Field Support	398	Requisitions processed Lower output owing to consolidation of orders to a minimum of $50 per order to decrease the environmental impact of the Organization

D. Office of Internal Oversight Services

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
10 audit reports by OIOS Headquarters auditors	9	Audit reports covering a number of complex and in-depth audits, including the audit of the Office of Military Affairs, the United Nations Mine Action Service and air operations
100 audit reports by resident auditors in peacekeeping missions	63	Audit reports Lower output owing to vacancies in resident audit offices which resulted from delays in the recruitment/deployment of staff as a result of uncertainties brought about by the human resources management reform, with effect from 1 July 2009. Moreover, there is a high turnover of resident audit staff, as well as difficulties in retaining qualified staff due to security concerns and difficult living conditions. In addition, the workplan for MINUSTAH was not completed owing to the devastating earthquake in Haiti in January 2010
2 horizontal audits of cross-cutting issues	No	Owing to reprioritization of the workplan, no horizontal audits were conducted. Instead, audits covering cross-cutting issues, such as aviation safety (2), safety and security (4), procurement (10) and information and communications technology governance and security (4) were conducted. Results will be issued in the next reporting period
15 risk assessment exercises by resident auditors in peacekeeping missions	16	12 risk assessments were updated, and 4 new risk assessments (MINUSTAH, UNMIK, UNMIL and UNSOA) were performed to facilitate the planning and prioritization of work
1 annual report	Yes	Report of OIOS for the period from 1 January to 31 December 2009: peacekeeping operations (A/64/326 (Part II))
1 audit requested by the General Assembly	No	No requests were made by the General Assembly
1 professional development training programme for resident auditors and audit assistants	Yes	The Annual Peacekeeping Training Conference was held at the United Nations Office at Nairobi in May 2010 with 70 participants

Annual conference of chief resident auditors	Yes	The Annual Conference of Chief Resident Auditors was held in New York in October 2009 with 12 participants
2 in-depth programme evaluation reports for peacekeeping missions	2	Report of OIOS on the programme evaluation of the performance and achievement of results by UNMIL (A/64/712) Report of OIOS on the programme evaluation of the performance and achievement of results by MINUSTAH (IED-10-005)
470 reviews and analysis of misconduct allegations (category I) for decisions as to jurisdiction and investigative action	359	Reports of possible misconduct related to field operations were received of which 108 classified as category I Lower output owing to downward trend in receipt of such allegations from field operations
95 investigation reports	98	Reports issued
90 referrals to relevant programme managers for comment and action prior to OIOS investigation or closure of case	115	Referrals issued Higher output owing to higher number of disposition of matters reviewed
18 advisories to the Department of Field Support and mission management related to proposed category I or conducted category II investigations	79	Advisory reports relating to peacekeeping, of which 68 service requests related to clearance of new certifying officers in field missions

E. Executive Office of the Secretary-General

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of advice for approximately 117 reports of the Secretary-General to the Security Council, the General Assembly and other intergovernmental bodies on peacekeeping issues	148	Appropriate and timely advice provided on 148 reports of the Secretary-General on peacekeeping issues (63 reports to the General Assembly and 85 to the Security Council)
Provision of advice for approximately 1,200 talking points of the Secretary-General for bilateral meetings and phone calls in and away from Headquarters, including talking points for Security Council luncheons	1,580	Talking points reviewed, which included bilateral meetings and phone calls in and away from Headquarters, and Security Council luncheons

Provision of advice for approximately 220 letters from the Secretary-General to the Security Council, the General Assembly and other key interlocutors on peacekeeping matters	235	Letters related to peacekeeping matters were reviewed, formatted and sent to the Security Council, the General Assembly and other key interlocutors

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Comments and guidance to peacekeeping missions, the Department of Peacekeeping Operations and the Department of Field Support on the Secretary-General's reports on peacekeeping missions	148	Comments and guidance provided to field missions, the Departments of Peacekeeping Operations and Field Support on 148 peacekeeping related reports

F. Office of the United Nations Ombudsman and Mediation Services

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Resolution of employment-related disputes in an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT and 150 cases from UNOCI, UNDOF, UNIFIL, UNOMIG, UNFICYP, UNMIK, MINURSO, UNMIT, UNMIL and MINUSTAH	401	Peacekeeping staff sought the assistance of the United Nations Ombudsman and Mediation Services to resolve workplace disputes informally, including through the mediation services. A total of 198 cases originated from MONUC, UNMIS, UNAMID and MINURCAT. A total of 203 cases originated from the remaining missions
Analysis of an estimated number of 250 cases from MONUC, UNMIS, UNAMID and MINURCAT and 150 cases from UNOCI, UNDOF, UNIFIL, UNOMIG, UNFICYP, UNMIK, MINURSO, UNMIT, UNMIL and MINUSTAH, to identify systemic issues in accordance with the terms of reference of the Office of the United Nations Ombudsman	401	Cases received and analysed to identify systemic issues arising in peacekeeping missions. On average each case contains more than one issue, as visitors normally raise a multiplicity of concerns (e.g., contract renewal, performance assessment, interpersonal issues). Observations on systemic issues were brought to the attention of the respective offices and are outlined in the annual report of the Office to the General Assembly

8 visits to peacekeeping missions to provide on-site Ombudsman services (MONUC, MONUC Entebbe logistical hub, UNMIS, UNAMID, MINURCAT, MINURSO, UNMIL and MINUSTAH)	5	Missions visits (UNDOF, UNIFIL, UNMIL, UNMIT and UNOCI) to provide on-site ombudsman and mediation services. Staff in 3 missions (MONUC, UNAMID, UNMIS) were serviced through the regional branches, including regular visits to field sectors within the mission areas
260 consultations with the Field Personnel Division of the Department of Field Support	Yes	Exchanges with representatives of the Department of Field Support took place weekly, or as needed, to help resolve workplace concerns that were brought to the attention of the Office of the United Nations Ombudsman, discussing scenarios of cases and systemic issues to identify solutions
Quarterly reports from the regional Ombudsmen to the Office of the United Nations Ombudsman at Headquarters	Yes	Monthly reports issued by regional Ombudsman on his/her activities
Monthly meetings of the regional Ombudsmen with the Special Representatives of the Secretary-General on the activities of the Office of the United Nations Ombudsman field offices relating to peacekeeping operations, including observations on organizational practices, policies and procedures	Yes	Monthly meetings were held with Special Representatives of the Secretary-General and/or their representatives by the Regional Ombudsmen to discuss issues related to the informal resolution of cases within their area of operation
Quarterly meetings with the Secretary-General and the Under-Secretary-General for Field Support	Yes	The Ombudsman held quarterly meetings to brief the Secretary-General, the Under-Secretary-General for Field Support and/or his/her representatives about the activities of the Office, including trends observed. Debriefing meetings were also held periodically with the Deputy Secretary-General, Chef de Cabinet and Deputy Chef de Cabinet
4 presentations to mission personnel about the role of the Office of the United Nations Ombudsman	8	Town hall presentations were conducted in person to staff of MONUC, UNMIS, UNAMID, UNMIL, UNOCI, UNIFIL, UNMIT and UNDOF, as well as to staff in field sectors through videoconference Higher output owing to the increased demand for information about the new administration of justice system
2 videoconferences between the Office of the United Nations Ombudsman and staff in peacekeeping missions	2	Videoconferences conducted with staff of MINURSO
Information about the Office of the United Nations Ombudsman provided to 2,000 national staff members	2,000	Information materials, including information cards, fact sheets, electronic information materials, presentations, guides to dispute resolution were distributed to national staff members

3,000 brochures and posters to facilitate equal access and awareness about the Office of the United Nations Ombudsman and its activities	No	While the poster and brochure were prepared during the reporting period, the poster was printed in September 2010 and the brochure is expected to be printed in December 2010. To cover interim demand, an information card, a fact sheet and electronic information materials were prepared and disseminated
Monthly meetings of the regional Ombudsmen with other offices of the administration of justice system at the local level	Yes	The Regional Ombudsmen as well as Headquarters-based case officers conducted periodic meetings with stakeholders of the administration of justice system and representatives of other dispute resolution mechanisms as needed
Attendance at training courses provided by the International Ombudsman Association and the annual conference of the United Nations system and related organizations, Ombudsmen and Mediators	Yes	The Regional Ombudsmen completed an Ombudsman certification course and an additional training course to receive certification as mediators

G. Ethics Office

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
An assessment on ethics training requirements for staff in field missions and development of ethics-related training modules	No	Assessment was not undertaken owing to critical vacancies in the Office that required a reprioritization of projects However, outreach has been undertaken to alert field missions of the availability of ethics training and 1 ethics module entitled "Accountability, Ethics and Integrity in our daily work" was developed and delivered as part of the SMART programme in Brindisi, Italy
Provision of ethics training to staff members at United Nations Headquarters and in four peacekeeping missions (UNMIS, UNAMID, MONUC, MINURCAT)	8	Workshop sessions on ethics were delivered to UNAMID with total of 62 participants
	2	Workshop sessions on ethics were delivered to UNIFIL with total of 66 participants
	3,134	Staff participated in the online Integrity Awareness Initiative training course
	15	Staff participated in the workshop entitled "Ethics and Integrity in Procurement"

Administration of an estimated 1,750 financial disclosure forms or declaration of interest forms filed in the context of the financial disclosure programme from staff in peacekeeping missions	1,575	Peacekeeping staff members filed a financial statement
Four visits to peacekeeping missions to resolve non-compliance with the financial disclosure programme (UNMIS, UNAMID, MONUC, MINURCAT)	No	Mission visits were not undertaken, owing to critical vacancies in the office as well as the impact of the new administration of justice system on the protection against retaliation policy and major projects affecting the United Nations system as a whole, such as development of a system-wide code of ethics, engaging consultants for a feasibility study related to the financial disclosure programme, revisions to staff rules, formulation of a new definition of "conflict of interest" for United Nations regulations, development of a new policy on gifts and the start-up of the Senior Vendor Review Committee
Regular ethics-related advice for peacekeeping staff at Headquarters and field missions	35	Ethics-related issues were resolved
Annual report of the Secretary-General on the activities of the Ethics Office	Yes	Report of the Secretary-General on the Activities of the Ethics Office (A/64/316)

H. Office of Legal Affairs

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of 15 work-years of legal support and assistance in the form of legal opinions and advice to all peacekeeping missions and supporting units (for example, the Department of Peacekeeping Operations, the Department of Field Support, Office of Central Support Services/Procurement Division), on an as-needed and ongoing basis, regarding:	Yes	
70 legislative aspects of peacekeeping missions, including their governance, and on the applicability of United Nations regulations and rules	143	Memorandums and accompanying legal texts and drafts concerning legislative aspects of peacekeeping operations Higher output is attributable to mandate changes in 2 peacekeeping missions (Chad and the Democratic Republic of the Congo)

200 institutional and operational arrangements (for example, status-of-forces/status-of-mission agreements and other similar agreements as well as general questions of public international law and rules of engagement), including negotiation, interpretation and implementation of agreements with Governments and international organizations concerning such arrangements	237	Memorandums, draft instruments and other written and verbal communications concerning the institutional and operational arrangements for peacekeeping operations
95 instances of cooperation with ad hoc international criminal tribunals and other tribunals of an international character, in connection with their activities arising from or relating to peacekeeping operations, as well as support for the establishment of truth commissions and other commissions of inquiry in the context of peacekeeping operations	137	Memorandums, correspondence and other written and verbal communications with international criminal tribunals in connection with their activities Increased output is attributable to issues relating to legal and judicial efforts to counter piracy
25 aspects of investigations into allegations of widespread and systematic violations of humanitarian and human rights law	6	Memorandums and other written and verbal communication concerning investigations into allegations of such violations Lower output is attributable to decreased demand for investigations into new allegations
395 commercial aspects, including contracts and substantial procurement for supplies, logistical support, insurance, demining and similar operations, disposition of assets, and air and sea charter arrangements	697	Draft contracts, memorandums, advice on negotiations, and related communications with United Nations offices and vendors on commercial aspects of peacekeeping operations Increased output is attributable to heavy demand for legal services
25 claims with respect to contractual and real property disputes, as well as claims for property damage, personal injury and death	74	Claims analysis and management, including written advice and correspondence Increased output is attributable to heavy demand for legal services
15 financial questions, including formation and interpretation of the Financial Regulations and Rules of the United Nations, treasury operations and complex banking and custody arrangements for peacekeeping operations	23	Memorandums and related documents and advice on financial questions arising from peacekeeping operations

5 arbitration or litigation instances, including representation of the Organization before arbitral, judicial, quasi-judicial and other administrative bodies	3	Legal representation and support for ongoing arbitral proceedings and for other judicial or administrative proceedings arising out of or related to the Organization's peacekeeping operations
50 instances of maintaining the privileges and immunities of the United Nations and peacekeeping operations before judicial, quasi-judicial and other administrative bodies	62	Instances of maintaining privileges and immunities, including legal correspondences and related representation
175 personnel matters, including interpretation and application of the Staff Regulations and Rules, issues of the rights and obligations of staff members, benefits and allowances	314	Memorandums and related forms of legal advice for personnel matters arising out of peacekeeping operations Increased output is attributable to heavy demand for services, including as a result of the earthquake in Haiti
5 representations in cases brought under the statute of the United Nations Administrative Tribunal	54	Coordination of strategy with respect to matters before the United Nations Dispute Tribunal and analyses of judgements thereof, and representation in matters before the United Nations Appeals Tribunal Increased output is due to exceptionally heavy demands for services and for tight deadlines (e.g., 45-day filing deadlines for answers in cases before the United Nations Appeals Tribunal) arising from the introduction of the new administration of justice system
50 legal aspects of security, including the promulgation and application of the Security Handbook	61	Memorandums and related legal analyses

I. Department of Public Information

1. Results-based-budgeting framework

Expected accomplishment 1.1: improved reporting to the Security Council, the General Assembly, other intergovernmental bodies and troop-contributing countries to enable fully informed decisions on issues relating to peacekeeping

Planned outputs	*Completed (number or yes/no)*	*Remarks*
15 stories per month on topics related to peacekeeping produced and distributed by satellite to more than 700 broadcasters, including 500 clients of the Associated Press Television News and clients who access stories from the Internet	38	Stories per month on average Higher output owing to the fact that there was more peacekeeping news to report than anticipated. During the first quarter of 2010, stories produced and distributed were largely on the earthquake in Haiti (January 2010: 94 stories; February 2010: 54 stories; March 2010: 47 stories)

		Stories were distributed via Associated Press Television News's Global Video Wire satellite feed to its 560 clients. Stories were also distributed through Reuters, the other major television news agency. Dozens more broadcasters accessed UNifeed stories through its website
Two United Nations in Action stories per year on topics related to peacekeeping	14	United Nations in Action stories were produced and subsequently submitted for broadcast to CNN World View Higher output owing to higher demand for stories related to peacekeeping. Nine of the stories produced were directly related to Haiti
One ad hoc production on topics related to peacekeeping as requested by the Department of Peacekeeping Operations	2	Ad hoc productions: Female Police Peacekeepers "In their own Voices" and "Women in Peacekeeping", a video for the International Peacekeeping Day

Expected accomplishment 2.1: rapid deployment and establishment of peacekeeping operations in response to Security Council mandates

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Strategic advice and input on the communications aspects of planned, newly established or expanded peacekeeping operations	No	No new or expanded peacekeeping mission was authorized by the Security Council during the reporting period
Predeployment assessment to ascertain public information requirements and communications plan for planned, newly established or expanded peacekeeping operations	No	No new or expanded mission was authorized by the Security Council during the reporting period
Technical clearance of potential candidates for the public information components of peacekeeping missions	No	No new or expanded mission was authorized by the Security Council during the reporting period

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Provision of strategic guidance and support to 10 peacekeeping missions (MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNOCI, UNMIL,	10	Provision of guidance and support to 10 peacekeeping operations (MINURCAT, MINUSTAH, MONUC, UNAMID, UNIFIL, UNOCI, UNMIL, UNMIK, UNMIS and UNMIT)

UNMIK, UNMIS and UNMIT) in formulating and implementing public information strategies; visits to 3 field missions to provide guidance and support on site	3	On-site visits were conducted to UNMIT, UNMIS and UNAMID to assist in the formulation and implementation of public information strategies
Advice on public information matters to four peacekeeping missions (MINURSO, UNDOF, UNFICYP and UNOMIG)	3	Provision of advice on public information matters provided to MINURSO, UNDOF and UNFICYP. Lower output owing to the expiration of the mandate of UNOMIG on 15 June 2009
Technical clearance of potential candidates for the public information components of peacekeeping missions	190	Candidates technically cleared during the period from 1 July to 22 April 2010. Owing to the new human resources management reform, technical clearance for recruitment is no longer required
		Additional output
		Substantive assessment of 40 public information candidates for field positions in peacekeeping missions (April-May 2010) through participation in the work of the Panel of Experts set up by the Department of Field Support at UNLB
A 1-week specialized training course at UNLB for mission and Headquarters public information personnel involved in peacekeeping matters	1	The seventh annual training course on public information and peacekeeping operations was held in June 2010 at the United Nations logistics hub in Entebbe, Uganda, in cooperation with the Departments of Peacekeeping Operations and Field Support. 40 senior communications staff from field operations and Headquarters focused on refining the procedures for the recruitment of personnel, the use of digital technology, the integration of communications efforts with humanitarian, military and police components as well as exit strategies for United Nations radio stations
Substantive update and maintenance of approximately 120 United Nations Headquarters-hosted web pages for 13 peacekeeping missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNOCI, UNMIL, UNMIS, UNMIT and UNOMIG)	112 pages	Approximately 112 headquarters web pages for 12 peacekeeping missions (MINURCAT, MINURSO, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIL, UNMIS, UNMIT and UNOCI) continued to be substantively updated and maintained. Lower output owing to the expiration of the mandate of UNOMIG on 15 June 2009
Further development of the United Nations Headquarters-hosted peacekeeping website and continuing update and maintenance of approximately 750 Department of Public Information-maintained web pages on that site	800	Web pages maintained. Supervised the development, implementation, improvement and maintenance of web pages on the headquarters peacekeeping site hosted by the Department of Public Information. Higher output owing to the MINUSTAH-related web work following the earthquake in Haiti, as well as addition of new pages and expanded websites on specific peacekeeping-related issues

Further development and introduction of the content management system to produce a system of local mission websites with consistent branding and content and with a subsequent decrease in maintenance demands by missions, in cooperation with the Department of Field Support/Information and Communications Technology Division	Yes	In collaboration with the Department of Field Support, served as focal point for introduction and trouble-shooting in support of the Web Content Management System in field missions. Three peacekeeping missions transformed or created new websites using the Web Content Management System (MINURSO, UNMIS and UNIFIL)
Updated policy and guidance manual for public information in United Nations peacekeeping operations	Yes	Relevant sections of the guidance document reviewed and updated
Briefing of newly appointed mission public information personnel on mission and United Nations Headquarters communications requirements and priorities	18	Incoming public information staff briefed before and during deployment
	1	Arranged a four-day briefing programme at Headquarters for visiting spokesperson of UNMIT

J. Department of Safety and Security

1. Results-based-budgeting framework

Expected accomplishment 1.1: increased efficiency and effectiveness of DPKO-directed peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
20 security review reports, resulting from mission security assistance visits, for the security management of peacekeeping missions: MINURSO, MINURCAT (2), MINUSTAH, MONUC (2), UNAMID (2), UNDOF, UNFICYP, UNIFIL (2), UNMIK, UNMIL, UNMIS (2), UNMIT, UNOCI and UNOMIG (2)	16	Security management review/assistance missions conducted/reports issued for: MINURCAT (2), MINURSO (1), MINUSTAH (1), MONUC (1), UNAMID (1), UNDOF (1), UNFICYP (1), UNIFIL (2), UNMIK (1), UNMIL (1), UNMIS (1), UNMIT (1), UNOCI (1) and UNOMIG (1) Lower output owing to mission security assistance visits suspended to UNOMIG in connection with its liquidation and to MONUC, UNAMID and UNMIS owing to staffing constraints as a result of vacancies experienced during the reporting period
Review reports, resulting from security assistance visits, for the security management of the Department of Field Support logistics and communications facilities at UNLB, and a secondary active telecommunications facility in Valencia, Spain	5	Review reports resulting from visits to UNLB (1), the secondary active telecommunications facility at Valencia (1), and the logistics hub at Entebbe (3). Of the recommendations given in these reports 92 per cent were implemented while 8 per cent are in progress

Security training for 13 peacekeeping missions, security management teams (approximately 340 persons) in MINURSO, MINURCAT, MINUSTAH, MONUC, UNAMID, UNDOF, UNFICYP, UNIFIL, UNMIL, UNMIS, UNMIT, UNOCI and UNOMIG	1	Security management team trained in MONUC Lower output owing to the reprioritization of training programmes for security officers in the field to facilitate the training of newly introduced security level system and others
Compilation of 261 daily security inputs to the daily security report of the Department of Safety and Security	261	Security reports produced daily at Headquarters for distribution to the senior staff of the Department, field missions, agencies, funds and programmes
Compilation of 4 security status reports of the Division of Regional Operations relating to 16 peacekeeping missions	4	Reports compiled
Regular advice to United Nations funds, programmes and agencies' security focal points on security issues in 15 mission areas where United Nations agencies are present within an integrated mission structure or in an area where the head of mission is also appointed as a designated official for security	Yes	Security reports distributed 5 days per week to all mission areas; advice provided as required, through meetings, telephone communications, reports and assessment distribution
Preparation of 20 external Department of Safety and Security memorandums of understanding, security arrangements and security support concepts	No	Memorandums of understanding were not prepared during the reporting period owing to an ongoing moratorium by the Department on security memorandums of understanding with external implementing organizations
Organization and conduct of 4 sessions with the Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support Standing Committee on Security	4	Sessions
Organization and conduct of one Department of Safety and Security-Department of Peacekeeping Operations-Department of Field Support security training workshop for Chief Security Advisers, Chief Security Officers, Security Advisers and Officers-in-Charge of Security of 20 field missions	1	A training workshop held at UNLB in May 2010 for Chief Security Advisers, Chief Security Officers, Security Advisers and Officers-in-Charge of Security in 20 field missions
Security training — 3 Department of Peacekeeping Operations Senior Mission Leaders' courses	No	The Department was not invited to provide security training at the Senior Mission Leaders' course

Security briefings for Department of Peacekeeping Operations Heads of Mission, Force Commanders, Police Commissioners, both individually upon their assignments and at annual conferences	Yes	Security briefings provided at conferences and upon assignment of all Heads of Missions
Regular security briefings for Department of Field Support	Yes	Regular security briefings provided as required by the Department of Field Support
Security presentations to 2 sessions of the Special Committee on Peacekeeping Operations	No	The Special Committee on Peacekeeping Operations did not request a presentation during the reporting period
Review of 17 field missions' budget security-related proposals and performance reports	17	Budget proposals and performance reports were reviewed
12 monthly recommendations for priorities of recruitment for security officers for field missions	12	Monthly recommendations provided
Screening of 3,000 applicants for recruitment of internationally recruited security personnel for peacekeeping missions	Yes	Over 3,000 applicants screened (non-close protection)
Screening of 750 candidates for close protection vacancies in peacekeeping missions	Yes	Over 750 applicants screened (close protection)
Threat assessments of close protection arrangements in respect of 17 Heads of Mission	Yes	Threat assessment conducted at each mission at the mission level and included within the mission's overall threat assessment. The assessments were then reviewed at Headquarters
25 visits to peacekeeping missions in order to assess and provide advice on close protection arrangements	5	Close protection assessments and advice were provided during combined visits undertaken by the Mission Support Unit. Resources were reprioritized to conduct an additional 3 strategic and operational security threat assessments
17 strategic threat assessments, 18 follow-up operational threat assessments and 17 individual threat assessments to support 17 field missions, UNLB and a secondary active telecommunications facility in Valencia, Spain	19	Threat assessments for missions and Department of Field Support locations were conducted during security assistance visits. Three dedicated strategic assessment missions were also conducted at MONUC, UNIFIL and UNMIS
Review of 34 mission threat assessments prepared by the peacekeeping missions	31	Reviews conducted, including UNLB, the secondary active telecommunications facility at Valencia, and the logistics hub at Entebbe, Uganda
DSS security information management course for a total of 20 security information analysts	3	Courses conducted at the UNLB training facility in October 2009 and June 2010 and one at Headquarters in January 2010

Training of 1,240 security and safety personnel on security policies and procedures as they relate to the authority and functions of security officers; use of force; firearms — qualification with tactical modifications according to mission threat level; defensive tactics, including spontaneous protection enabling defensive techniques, expandable baton, Ocoresin Capsicum spray and handcuffing techniques; fire safety; and hazardous materials, including equipment usage, accident prevention and evacuation procedures	238	Security and safety personnel Firearms qualification/re-qualification training in UNIFIL (October to November 2009), UNMIL (June 2010) and UNMIT (April 2010); less lethal training (handcuffing, OC Spray and Batons) in UNIFIL (October to November 2009) and in UNMIT (April 2010); defensive tactics in UNIFIL (October to November 2009); fire safety training in UNMIL (June 2010) Lower output owing partly to fewer requests for training from the peacekeeping missions during the reporting period and partly due to the reprioritization of training programmes for instructors such as firearms, lethal weapons, and explosives to accommodate the unexpected security requirements of MINUSTAH in connection with the earthquake in Haiti (January 2010)

K. Office of Information and Communications Technology

1. Results-based-budgeting framework

Expected accomplishment 3.1: increased efficiency and effectiveness of peacekeeping operations

Planned outputs	*Completed (number or yes/no)*	*Remarks*
Configured and customized Enterprise Information Portal for field mission substantive staff	No	The portal software acquisition and the pilot implementation in MINUSTAH and UNSOA were postponed owing to additional time required for the development of the enterprise information portal prototype based on a selected software standard and the establishment of the network infrastructure at UNLB. In May 2010, began the requisition process for the acquisition of the enterprise information portal software and customization services, including a limited number of licences for the pilot implementation in 2010/11 and implementation in 8 field operations in 2011/12
Enterprise identity management system as an authoritative source of information on identity of personnel in field missions	No	A pilot project was undertaken in May 2010 for the creation of the repository of field mission personnel, including data validation and quality assurance processes. This repository includes personnel data from four field operations (UNIFIL, UNMIL, MINUSTAH and UNLB). The enterprise identity management system field repository will be expanded for all peacekeeping operations and UNSOA in 2010/11 and will be gradually integrated with the Secretariat repository in 2011/12

		This project is performed in collaboration with the Department of Field Support/Information and Communications Technology Division, who is responsible for collecting data from peacekeeping operations and for the Office of Information and Communications Technology to perform further analysis, validation, consolidation and integration in the main repository of United Nations personnel. Extensive reporting is also provided by enterprise identity management system to the Department of Field Support/Information and Communications Technology Division, for distribution to missions for data cleaning where applicable
Fuel management system to facilitate the effective management of fuel usage in field missions	No	The enterprise fuel management system, a commercial off-the-shelf solution, was acquired during the reporting period and pre-implementation study conducted at MINUSTAH in November 2009; however, due to the earthquake in Haiti in January 2010, the pilot implementation site was later changed to UNIFIL where a second pre-implementation study was conducted in March 2010. The change in site resulted in delays and the inability for the vendor to meet agreed deliverables The Office of Information and Communications Technology and the Department of Field Support acquired a limited number of fuel measuring hardware for testing the system software/hardware integration capability at UNIFIL in May-June 2010, including the installation of acquired fuel measuring devices. Based on the results of the field test, the vendor proceeded with software changes to meet the requirements of field operations. The final system acceptance test has been conducted in December 2010 at UNIFIL and UNLB Enterprise fuel management system software will be implemented in UNIFIL, UNDOF and UNSOA in 2010/11, in 4 peacekeeping operations in 2011/12 and remaining peacekeeping operations in 2012/13
Rations management system to facilitate the effective management of rations provision to formed military units in field missions	No	As indicated in the 2008/09 performance report (A/64/611) the Organization initiated the acquisition of the commercial food control system however due to legal issues involving the previously selected vendor the procurement process was delayed and required the re-solicitation of the contract. In December 2009, the Procurement Division solicited the expression of interest from specialized vendors, resulting in nine expressions of interest. The statement of work for the issuance of the request for proposal was submitted to the Procurement Division in March 2010, for which the process remains pending. The pilot implementation will take place in 2011/12 in UNOCI and UNMIL, assuming no disruptions occur to procurement actions, and in selected field operations in 2011/12 and 2012/13

CA Clarity Portfolio Management system for the delivery of projects into the production information technology environment at UNLB	Yes	The ePortfolio management system was implemented in production and is currently hosted at UNLB. The Office of Information and Communications Technology conducted training workshops for the ePortfolio management tool and portfolio management at MINURCAT, MINURSO, MONUC, UNOCI, UNAMID, UNFICYP, UNIFIL, UNMIT and UNLB The application portfolio management of the ePortfolio system was configured and a training workshop on the application portfolio management module was conducted for the focal points from MINURSO, MINUSTAH, MONUC, UNOCI, UNFICYP, UNIFIL, UNMIT and UNLB
Enterprise content management technologies in support of peacekeeping reporting framework and doctrine and guidance repository projects	No	Peacekeeping reporting process automation project This enterprise content management solution was initially planned for development, including the initial acquisition of operations reports repository software, however to avoid duplication of automated reporting solutions in the Organization, the Office of Information and Communications Technology cancelled the project to leverage the operations reports repository developed and implemented in production by the Information and Communications Technology Division/Department of Field Support. During the reporting period, the licences were acquired for a large number of users for the extension of the peacekeeping reporting process automation project, utilizing the operations reports repository application, to other types of mission reports, for which implementation has continued in the 2010/11 period Peacekeeping policy and guidance repository project A database for this enterprise content management solution was developed during the reporting period and will be implemented in production for 4 field operations (MINUSTAH, UNFICYP, UNMIT and UNSOA) in 2010/11 and in remaining field missions in 2011/12
Customer relationship management platform to provide automation solutions for the verification of capacity provided by troop-contributing countries in field missions	No	Troop contribution management project The customer relationship management platform was configured at UNLB and software was acquired and customized during the reporting period for facilitating inspections of contingent-owned equipment in field operations during the reporting period. The initial implementation of this customer relationship management solution will be conducted at UNIFIL and UNOCI in 2010/11 and will continue to be deployed to peacekeeping operations with contingent-owned equipment in 2011/12

		Peacekeeping telecommunications billing project The business analysis and feasibility study were performed and part of telecommunication services were implemented in the Department of Field Support at Headquarters, at UNLB in April 2010 and at UNIFIL in June 2010. This solution will continue to be implemented in additional peacekeeping operations and UNSOA in 2010/11 **Additional output** Customer relationship management solution for information and communications technology HelpDesk requests, from users in field missions, was implemented at UNLB in April 2010 and at UNIFIL in June 2010
4 visits to peacekeeping missions to provide on-site technical installation services and support for the Guidance Content Repository solution, the reporting process based on enterprise content management software, the troop-contributing countries' project and customer relationship management client software for telecommunications billing	3	Visits Conducted one on-site visit to UNIFIL for the development of the customer relationship management solution for the troop contribution management project (inspection of contingent-owned equipment) Lower output overall due to the postponement of site visit until the planned development of enterprise content management and customer relationship management solutions is completed in 2010/11 **Additional output** Conducted two on-site technical installation service visits for the customer relationship management solution for information and communications technology HelpDesk requests at UNLB and UNIFIL
1 assessment of alignment between strategic programmes and the customer relationship management and enterprise content management enterprise information systems in UNIFIL, UNDOF, MONUC, UNAMID, UNMIS, UNMIL and UNOCI	1	Assessment alignment between strategic programmes and the customer relationship management and enterprise content management enterprise information systems in UNIFIL and UNDOF The assessment was not undertaken in MONUC, UNAMID, UNMIS, UNMIL and UNOCI owing to incomplete design of the customer relationship management and enterprise content management solutions for field missions. The assessments will be undertaken when the design is complete in 2010/11

1 assessment of interoperability and implementation of integration between 2 applications based on customer relationship management and enterprise content management technologies in field mission setting, specifically in UNIFIL, UNDOF and UNFICYP	1	Assessment visit of interoperability between strategic programmes and the customer relationship management and enterprise content management enterprise information systems in UNIFIL and UNDOF The assessment was not undertaken in UNFICYP owing to incomplete design of the customer relationship management and enterprise content management solutions for field missions. The assessment will be undertaken in 2010/11